

City of Mansfield, Texas  
Annual Operating Budget  
For Fiscal Year  
October 1, 2015 – September 30, 2016



City of Mansfield, Texas  
Annual Operating Budget  
For Fiscal Year  
October 1, 2015 thru September 30, 2016

Program of Services  
For Fiscal Year October 1, 2015 thru September 30, 2016  
As Adopted by the Mansfield City Council

Mayor  
David L. Cook

Mayor Pro-tem  
Brent Newsom

City Council  
Cory Hoffman  
Darryl Haynes  
Wendy Burgess  
Stephen Lindsey  
Larry Broseh

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## **HOW TO READ THIS DOCUMENT**

You are holding the published City of Mansfield Budget for the fiscal year beginning October 1, 2015 and ending September 30, 2016. This document has been prepared to help you, the reader, learn of the issues affecting the Mansfield community. Many people believe a city budget is only a financial plan. Although you can learn much of the City's financial portfolio, the 2015-2016 budget document has been designed to serve other functions as well. The budget is a policy document as it presents major policies that guide how the City is managed. The budget also is an operational guide that gives the public, elected officials and City staff information pertaining to the production and performance of individual city departments. The budget is designed as a communication device. Information is conveyed verbally and visually in a way that should be easily understood even by those unfamiliar with the City.

## **THE BUDGET FORMAT**

The budget document is divided into four major sections: Introductory, Financial/ Operational, Budget Summary and Attachments. The introductory section contains the City Manager's letter addressed to City Council, which explains the major issues and policies that affected the development of the 2016 budget. This section also describes the City's goals, a synopsis of the City's major projects and the City's overall organizational structure.

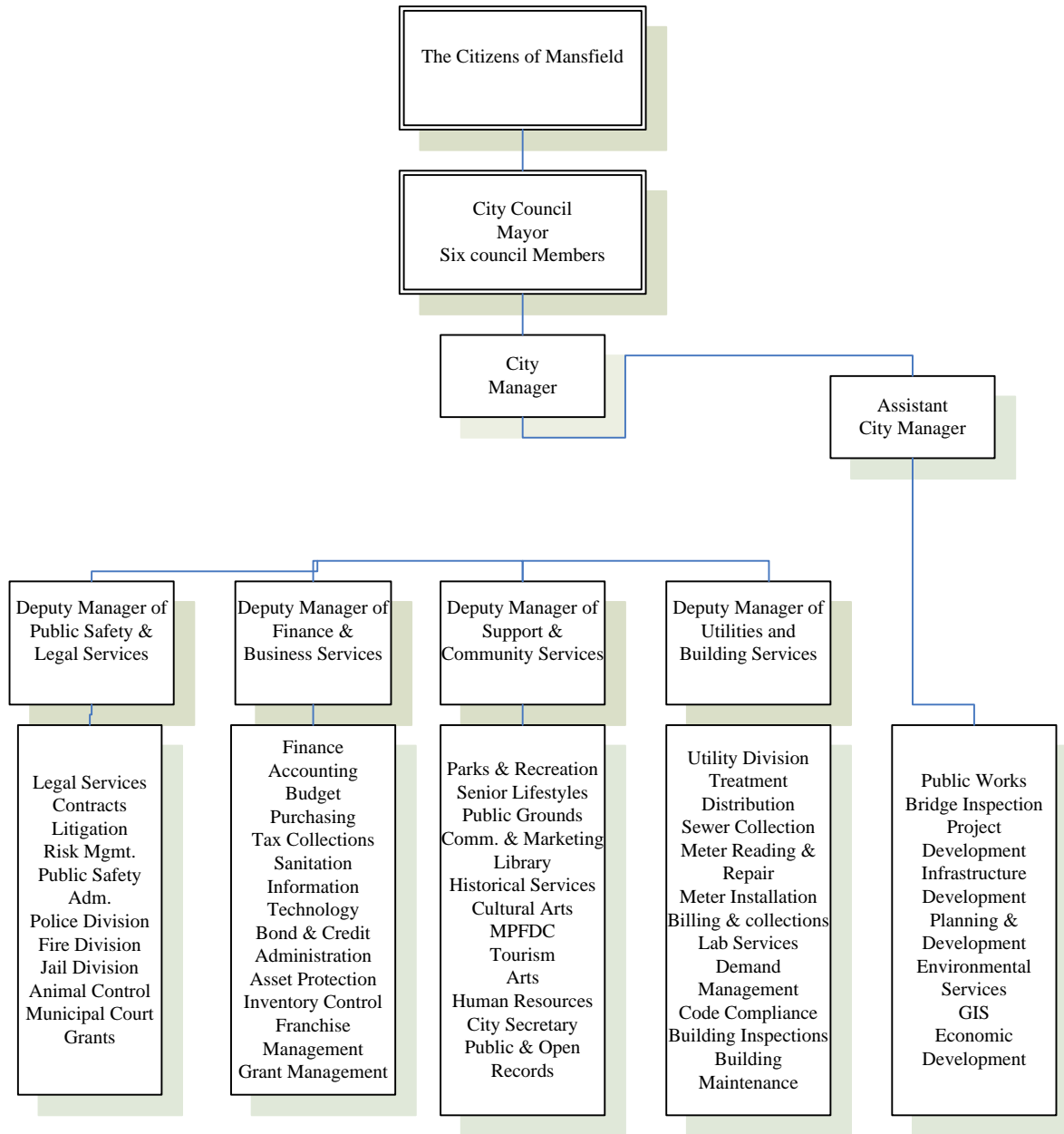
The Financial Operational section describes various aspects of the City's organizational structure as well as fund and department group information. The City uses the fund method of accounting. A fund is a unit that tracks the application of public resources. For example, the Utility Fund is established to keep track of Revenues and Expenses within the utility department. Most interest is generated in the General Fund that includes city operations: General Government, Police, Fire, Parks, Planning, Public Works and Community Services. Financial statements are provided for each fund. The financial statement shows the beginning balances, revenues, expenditures, and ending balances for the year. Accompanying the statements are narratives and illustrations that describe the major aspects of a particular fund. Within each fund there may be one or more departments that describe the makeup of each fund. Each department is presented with a mission statement, a brief synopsis of the key departmental increases or decreases, a listing of the unit's accomplishments for the previous fiscal year and operational objectives for the 2015-2016 fiscal year. Selected performance measures for each department are presented. The funding for each department and staffing are summarized for a number of years.

The budget Summary sections provide details on individual funds including Enterprise Funds and Capital Improvement Funds.

Finally, various attachments are presented towards the back of the document which includes adopted budget and tax rate ordinances, major companies, historical analysis of the tax rate, new construction, debt service schedule and Glossary of Terms.

Please contact the City's Business Services Director for questions related to the 2015-2016 Budget Document at 817-276-4262.





## **MANSFIELD AT A GLANCE**

### **COMMUNITY PROFILE**

The **City of Mansfield** is located in the southeastern portion of Tarrant County strategically located 25 miles from Dallas and 20 miles from Ft. Worth. Some area of the City extends into Johnson and Ellis Counties. The City is bound by the cities of Arlington on the north, Grand Prairie on the east and Fort Worth on the west. The City enjoys a strategic location connected by U. S. Highway 287 that runs north and south through the city, State Highway 360 that provides a direct connection between the City of Arlington, Grand Prairie and to the Dallas/Fort Worth International Airport.

The City of Mansfield is located approximately 30 minutes from the 4th busiest airport in the country: the Dallas/Ft. Worth International Airport that is directly accessible from State Highway 360. The Trinity Railway System located in Arlington and Grand Prairie provides mass transit availability to the citizens of Mansfield to both Dallas and Ft. Worth. Railroad Freight service is provided by the Union Pacific Railroad

The City of Mansfield population is estimated to approach 63,248 for fiscal year 2015/2016. In addition, the estimated population within a 15 mile radius of the City is estimated to be 1,103,678 based on figures from the North Central Council of Governments. The City has approximately 38.8 square miles of which over 40% remains undeveloped. The typical Mansfield Household earns a household income of approximately \$98,943 and has an average home value of approximately \$190,916. The City of Mansfield is considered one of the fastest growing cities in Tarrant County as estimated by the North Central Council of Governments.

The Mansfield economy is supported by major retail developments including Home Depot, Wal-Mart, Lowe's, Kohl's, Kroger Marketplace and the Target Super Center. Existing industrial businesses including Klein Tools, Solvay Polymers, Pier 1 Imports and Mouser Electronics continue to contribute to the city's tax base. The Mansfield Economic Development Corporation that supports existing and new business through the ½ cent sales tax adopted in 1997 enhances the City of Mansfield's economic development program.

The City is served by the **Mansfield Independent School District**, one of the highest rated school districts in the Dallas/Ft. Worth metropolitan area by the Texas Education Agency. The city currently has five high schools (Grades 9-12), one Alternative Education Center, one Career Technology Academy, six middle schools (Grades 7-8), six intermediate schools (Grades 5-6) and 22 elementary schools. The estimated school enrollment for 2015-2016 year is estimated to approach 33,695 students.

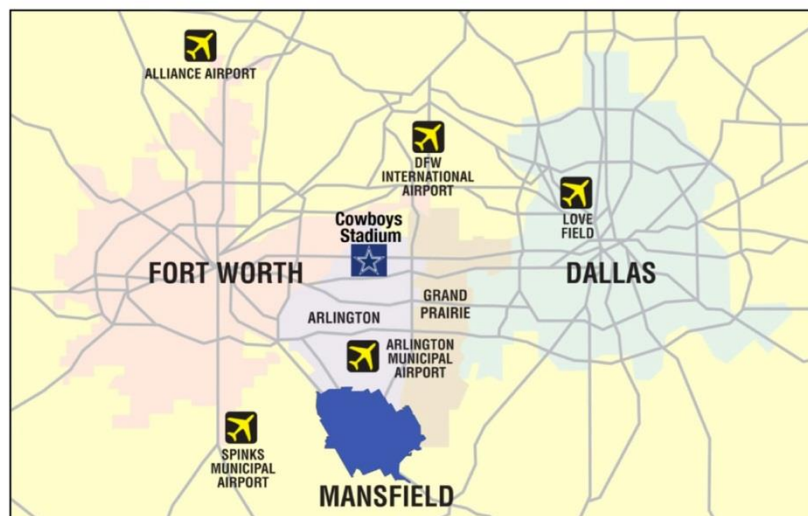
**Higher Education** opportunities include several major colleges and universities including Southern Methodist University, Texas Christian University, University of North Texas, The University of Texas at Arlington, The University of Texas at Dallas, Texas Women's University, Dallas Baptist University, University of Dallas, Baylor University and the Tarrant and Dallas Community College Districts.

**Medical Services** are provided by local hospitals including Mansfield Methodist Medical Center, Arlington Memorial Hospital, Columbia Medical Center-Arlington, Huguley Hospital, Harris Hospital and John Peter Smith County Hospital.

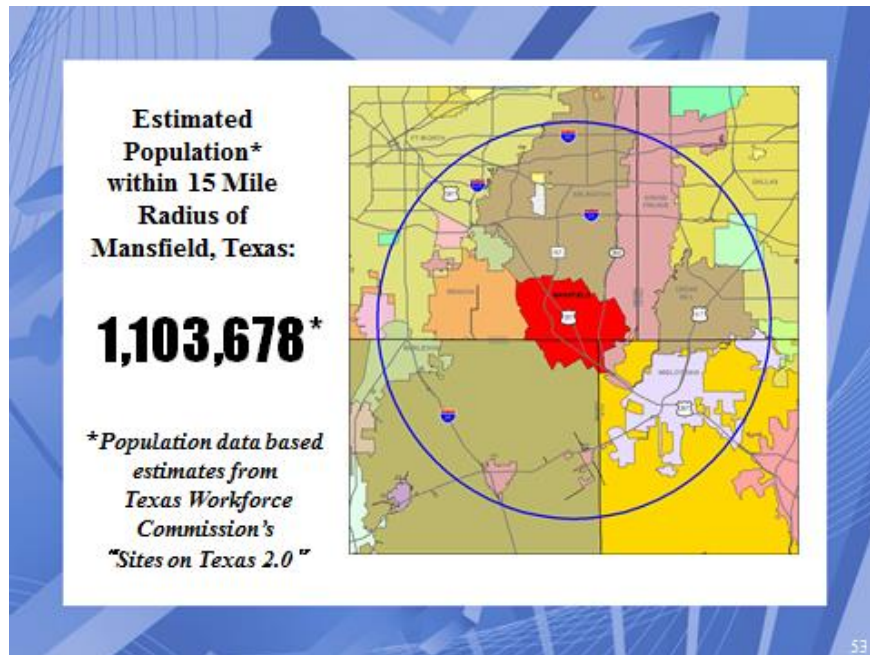


**Recreation and Culture** are a major part of the City's attraction including Joe Pool Lake that is approximately 10 minutes from the City, Cedar Hill State Park consisting of 2,000 acres, the Mansfield National Golf Club and Walnut Creek Country Club. Citizens enjoy a state recognized parks system that includes over 700 acres of community parks, trails and athletic fields. In 2001, the City opened the Mansfield Activities Center to provide recreational activities for children, adults and senior citizens. In 2001, the City opened a new 17,000 square foot library with state of the art library services. In 2009, the city adopted the Parks, Recreation, Open Space, and Trails Master Plan. The Main Street Theatre, Arts program and the Mansfield Historical Society provide cultural opportunities for the citizens of Mansfield. Local recreation venues include Big League Dreams Sports Park, Hawaiian Falls Water Park and the scheduled opening of Fieldhouse USA in late 2016.

## Mansfield Benefits from Strategic Location!



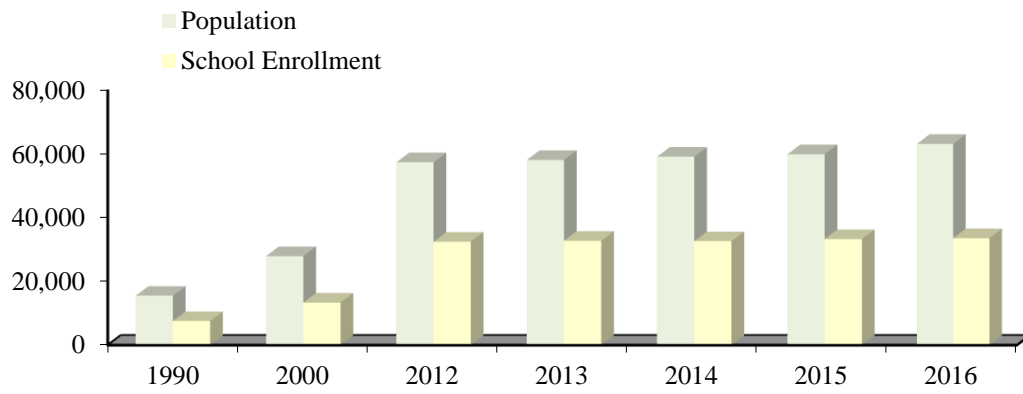
<u>Destination</u>	<u>Distance</u>	<u>Travel Time</u>
Fort Worth	18 mile	22 minutes
Dallas	31 miles	38 minutes
DFW Airport	25 miles	30 minutes
Cowboys Stadium	20 miles	30 minutes



## KEY DEMOGRAPHICS

Fiscal Year	Annual Population	Median Age	Average Family Income	School Enrollment	Unemployment Rate
1980	8,102	29.5	36,406	3,866	5.0%
1990	15,549	35	40,700	7,600	4.9%
2000	28,031	33.15	42,154	13,418	2.6%
2010	56,368	32.3	82,037	31,010	8.5%
2011	56,850	32.3	82,037	32,177	8.5%
2012	57,494	32.3	82,037	32,577	8.3%
2013	58,217	32.3	91,618	32,732	7.2%
2014	59,230	32.3	91,959	32,778	5.4%
2015	62,246	32.3	97,391	33,394	5.1%
2016	63,248	35.5	98,943	33,695	4.0%

City County	1980 Census	1990 Census	2010 Census	2016 Estimated	Percent
Mansfield	8,102	15,615	56,368	63,248	10.9%
Arlington	160,113	261,717	365,438	383,204	4.6%
Ft. Worth	385,164	447,619	741,206	812,238	8.7%
Tarrant County	860,880	1,170,103	1,809,034	1,945,360	7.0%
Dallas County	1,556,419	1,852,810	2,638,139	2,518,638	-4.7%



\*Demographic Data based on the 2010 Census.

**POPULATION**

City of Mansfield	63,248
Tarrant County	1,945,360

**LAND AREA**

36.64 Square Miles
--------------------

**AGE**

O-17	29.1%
18-24	10.4%
25-34	10%
35-44	15.3%
45-54	16.1%
55-64	10.4%
65+	8.3%

**HOUSEHOLD INCOME**

\$	97,391
----	--------

Less than \$14,999	6%
\$15,000-\$24,999	6%
\$25,000-\$34,999	5%
\$35,000-\$49,999	10%
\$50,000-\$74,999	17%
\$75,000-\$99,999	14%
\$100,000 Plus	42%

**SEX**

Male	49%
Female	51%

**OCCUPATION**

Professional	28%
Managerial	17%
Technician	10%
Sales	10%
Teacher	9%
Manufacturing	9%
Labor	4%
Clerical	3%
Agriculture	1%
Other	9%

**Race**

White	70%
Black	17%
Hispanic or Latin	8%
Other	5%

**HOUSING UNITS**

Residential Units	18,417
Average Home Value	190,916

**SCHOOL YEARS COMPLETED**

High School Graduates	20%
Some College-No Degree	26%
Bachelor Degree or Higher	46%
Other	8%

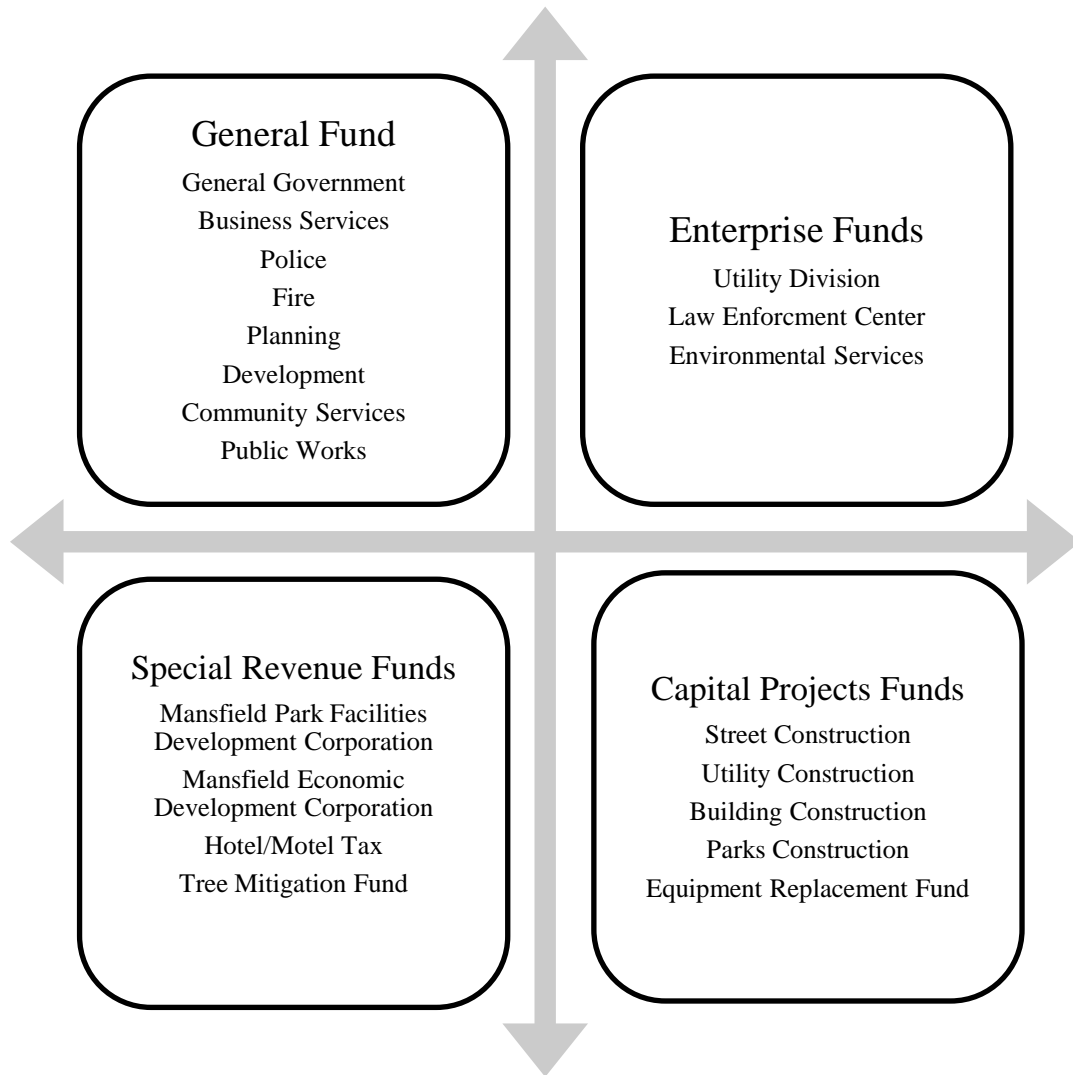
**TOP TAXPAYERS**

Mouser Electronic  
Mid-America Apartments, LP  
XTO Energy, Inc.  
Mansfield KDC  
Oncor Electric Delivery Co.

Wal-Mart Real Estate Business Trust  
Kroger Texas  
Broadstone Towne Crossing  
Klein Tools, Inc.  
Apartment Reit Towne Crossing

*Demographic Information Based On the 2010 Census*

City of Mansfield  
Fund/Department Matrix



September 11, 2015

*To the Honorable Mayor and Members of the City Council:*

The Administration is pleased to present to you the City of Mansfield's Operating and Capital Improvement Programs for Fiscal Year 2015-2016. This document is a comprehensive in-depth easily readable text that provides the foundation and footing for the entire organization's fiscal activities during the next year. The budget document reflects current industry trends using Performance Measurement Data and expanded illustrations to enhance the overall readability of the document.

- *It represents a statement of the City's Fiscal Policies.*
- *It represents a statement of the City's Service Policies.*
- *It accommodates the City's revised Strategic Plan.*
- *It communicates priorities of the citizens, Council, and Management for the Fiscal Year 2015-2016 and the future.*

The accompanying statements and analysis tell a great story about the strength of our economy and the dividends that each citizen is receiving as a result of good planning and good management of fiscal resources. It is a story that has been told many times to the rating services, to prospective industries, and other agencies. By nature, the budget message contains forward looking projections. An examination of past projections and estimates add credibility to what is presented.

The City of Mansfield has weathered the economic downturn by our commitment to conservative budgeting practices: including utilizing one time revenues for one time expenditures, developing new revenue sources, curtailing adding staff except as needed in public safety and reducing operational costs while maintaining current service levels.

We have grown revenue, improved debt ratios, increased financial reserves, expanded the tax base, built the local economy, realized higher per capita incomes and maintained the current tax rate. Our outlook for long term growth is positive but we remain cautious based on the current economic environment. We will continue to budget both revenues and expenditures conservatively but with anticipated projected increases in both new retail, residential and commercial construction.

City Council working with staff is committed to quality development. This has only been accomplished through the committed effort of many individuals making tough business decisions to ensure that our goals to create value are maintained. More specifically, the City Council has been aggressive in establishing impact fees that require new development to pay for its share of new improvements and services. Tough decisions requiring minimum standards in the zoning of properties and types of construction have created values that have benefited not only the City but also the Mansfield Independent School District. Economic Development efforts have resulted in several new commercial and industrial developments including Klein Tools, Kroger Marketplace, Villas Di Luca and many other projects currently in progress. Simply put, the efforts of the City Council, the Planning and Zoning Commission, the Mansfield Economic Development Corporation, the Mansfield Park Facilities Development Corporation and all other boards and commissions have assisted the entire management team to build quality and value.

Quality builders are attracted to this community, its services and its school system. Commercial and Retail developers are keenly interested in the city's progressive development policies.

The budget that accompanies the service program which is presented maintains this focus and priority to recognize that growth must produce value and quality.

### **Public Input**

The City conducted two public hearings on August 24<sup>th</sup> and August 31, 2015. Citizen input was primarily heard during the allocation of the Hotel/Motel revenues. The City Council allocated approximately \$641,425 in total funds to promote tourism, historical preservation and the arts. Citizens and members of individual groups seeking funding petitioned the City Council. The budget and tax rate were adopted unanimously as presented by the City Manager to City Council. The City Manager presented a detailed list of priorities including staffing, equipment and infrastructure needs during the Public Hearings.

On September 11, 2015 the City Council of Mansfield, Texas adopted the Annual Service Program for Fiscal Year 2015-2016.

### **Management Strategies**

The economic climate in the City of Mansfield, Texas continues to improve in conjunction with the improved economic outlook for state and national economies. Well-timed infrastructure improvements, stringent development standards and aggressive economic development strategies have created additional opportunities for commercial and retail expansions. The residential market continues to show improvement, new commercial and retail growth shows signs of increasing and unemployment has stabilized. Management monitors all development activity which may be of some concern in the near term.

### **2016 Budget Highlights**

- The City Council maintained the current tax rate of \$.71 per \$100 of valuation.
- The City will improve programs in public safety, streets, public grounds and code compliance.
- Providing a 3% salary adjustment for all employees to remain competitive within the market place.
- New Industrial, Commercial and Retail opportunities are being developed by the Mansfield Economic Development Corporation.
- Continued emphasis on Planning & Infrastructure Improvements.
- Protection of the City Credit Ratings-All rated funds with strong fund balance positions.
- The City has improved the estimated fund balance to \$11,959,891.
- Maintain and expand existing service levels.
- Continue to explore additional revenue sources.
- Add one (1) code compliance technician, one (1) tradesman in public works, one (1) Assistant Parks Director and convert one part-time position in the task force office to full time. Two (2) additional patrol positions have been funded through grant proceeds.
- Fund \$1,245,551 in public safety vehicles and equipment, technology improvements and facility improvements.



### **Local Economic Factors affecting the 2015-2016 Service Programs**

- Improved Industrial, Commercial and Residential Valuations.
- Increased interest in development surrounding the hospital district.
- Retail, Commercial and Industrial Recruitment & Retention.
- Increased marketing efforts city-wide.
- Sales Tax-sales tax is estimated to increase in 2015-2016 from increased retail activity and development of new retail developments.
- Reduction in Gas Well Valuations- decreases in natural gas prices.
- Lower Unemployment.
- Strategic location in the Dallas/Ft. Worth area. North/South corridors of Highway 360 and 287.
- Well planned city including desirable neighborhoods, excellent schools and excellent city services.
- Aggressive Economic Development program.
- Household family income of \$98,943.

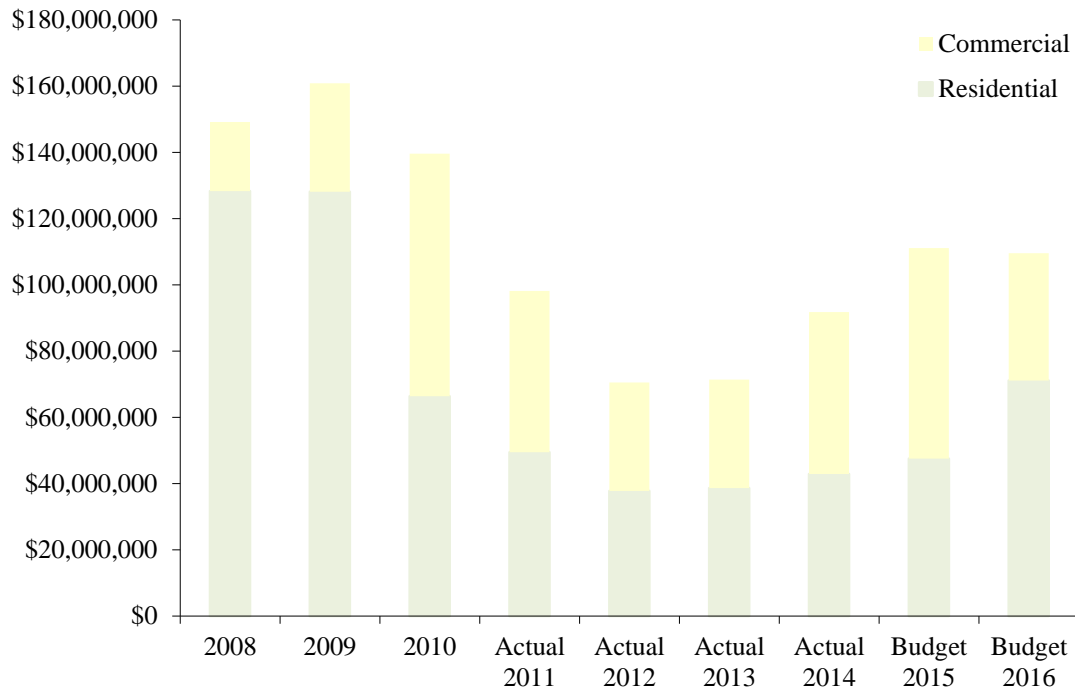
### **Impact of Economy on surrounding area cities**

- City of Arlington-population growth based on the 2010 census of 10% since 1990. Major developments including the new Dallas Cowboy's Stadium and the Highlands retail center.
- City of Fort Worth-population growth based on the 2010 census of 38.6% since 1990.
- Dallas/Fort Worth Region-the region continues to see unemployment of approximately 5.3%. The effects of corporate restructuring on the region especially in the transportation industry may affect the regions employment outlook. There seems to be an improvement in area employment as evidenced by the improving residential market which may be supporting the improvement of sales tax collections. There is some suggestion that the commercial sector may be strengthening as well.

### **Impact of National and Global Economies**

- The National economy appears to be improving.
- Impact of economic uncertainty in Greece and China.
- The continued effect of the Affordable Health Care Act on hiring and increased costs to deliver goods and services.
- 2016 national elections.

## New Construction



### Mission for Fiscal Year 2016

City Management developed priorities and goals based on strategic planning meetings with City Council, City Staff and various boards and commissions. These meetings were held to allow for City Council's input in developing the strategic plan and the 2015-2016 budget. Management and City Council also revised the City's Long Term Strategic Plan to incorporate revenue and expense estimates in a recovering National, State and Local Economy. City Management met with key management staff to allow input in the development of the 2015-2016 Budget. Similar Themes, Priorities and Goals were identified by both City Council and Staff for the upcoming budget year.

*"The mission of the City of Mansfield, Texas is to provide the highest quality service at the best value." by providing a Desirable Community, Sustaining the Economy, Maintaining Services and Maintaining a Positive Image and Making Good Business Decisions resulting in:*

**SERVICE with EXCELLENCE.**

In planning for the 2015-2016 Budget and Operating Plan, Management strongly evaluated existing service levels and measured the impact of 2015-2016 service plans on the City's comprehensive Long Term Financial Plan. The decision was made to Move Forward in maintaining and expanding current service programs to meet the needs of the community.

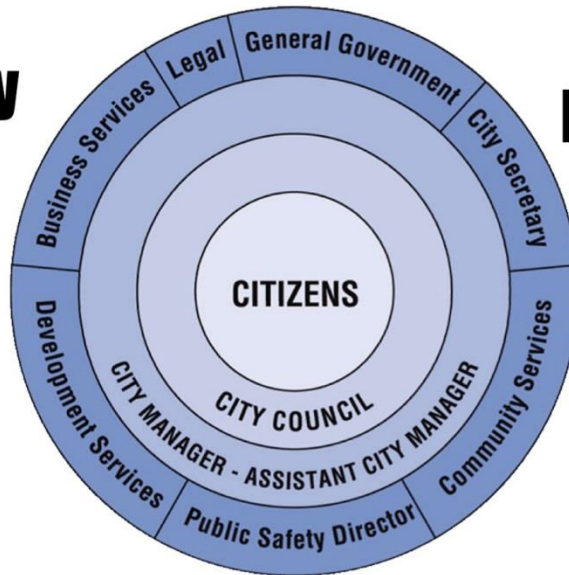
# Core Values

**Integrity**

**Make A  
Difference**

**Be The  
Best**

**Strong  
Results**



*A well-managed business with a strong financial sense and commitment to our customers.*



## GFOA DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) promulgate certain procedures and standards that are accepted as authoritative guidelines for governmental budget reporting. GFOA awards a "Distinguished Budget Award" to those governmental entities whose annual budget conforms to the GFOA requirements. This represents the 30th year the City has received this award.

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation to the City of Mansfield, Texas for its annual budget for the fiscal year beginning October 1, 2014 and ending September 30, 2015.



The budget for FY 2015-2016 will be submitted to the GFOA for review.

## Credits

This document has been compiled according to generally accepted budgeting and accounting guidelines and practices.

As presented, the budget represents a comprehensive in-depth review and plan for all expenditures, and all other services offered by the City of Mansfield, Texas.

Although much credit is due to all city division and department directors for many hours and staff time devoted to the preparation of this document, several deserve special credit and recognition for their assistance in the development and quality of this document.

Clayton Chandler	City Manager
Peter Phillis	Deputy City Manager
Troy Lestina	Assistant Business Services Director
Gary Cardinale	Budget & Purchasing
Chris Burkett	Assistant City Manager
Shelly Lanners	Deputy City Manager
Steve Freeman	Director of Public Works
Felix Wong	Director of Planning
Joe Smolinski	Deputy City Manager
Bill Lane	Deputy City Manager

## **SERVICE PROGRAM FOR FISCAL YEAR 2016**

In Management's preliminary presentation of the 2016 Service Program to City Council, Management listed the results and conclusions of strategic planning sessions held with Council and Staff that assisted in developing the overall direction of the service program for Fiscal Year 2015-2016. In Management's final presentations to City Council on August 24<sup>th</sup>, 2015 and August 31, 2015, Management presented a balanced budget and discussed the following Challenges, Goals, Objectives and Priorities for FY 2015-2016:

### **Challenges:**

- Sustaining Positive Growth.
- Strategic Long Term Plan-dealing with an improving economy and expanding service demands.
- Maintaining aging infrastructure and equipment-future tax support.
- Organizational Development-quality workforce and quality services.
- Fund Balance-maintain and improve reserves.
- Economic Development-inventory of quality commercial properties.

### **Goals & Objectives:**

- Maintain and improve existing service levels within the existing tax rate.
- Continue development of infrastructure-Streets, Facilities and utilities.
- Maintain AA+ Bond Rating-Maintain Fund Balance, Coverage and Debt Ratios.
- Continue quality residential and commercial development.
- Continue Quality Park and Linear Trail development.
- Maintain Public Safety Services.
- Downtown Revitalization.

### **Priorities:**

- Maintain Existing Tax Rate.
- Maintain and expand improve service levels-Sustainability of Current and Future Operations.
- Maintain the city's credit rating and fund balance requirements.
- Expansion of the Tax Base-Economic Development.
- Improve, Design and Expand the Linear Park System.
- Maximize the potential of Tourism.
- Ensure Quality Land Use, Planning & Development.

### **2015-2016 Major Priorities and Issues**

In an effort to identify the major issues related to the 2015-2016 service plans, the following is a brief summary of issues related to the previously discussed issues, challenges and priorities facing the City of Mansfield in the coming year. The City of Mansfield has developed a Long Term Financial Plan to reflect the themes and priorities defined by City Management

## **GENERAL FUND**

### **Revenues**

The overall General Fund Budget for FY 2015-2016 is \$47,839,565 or an increase of 3.7% over expected revenues in FY 2014-2015. Property Tax collections make up approximately 51% of the General Fund operating revenue. Property tax revenue increased approximately \$1,284,387. Revenue increases include sales tax, franchise tax, permits and other miscellaneous revenues. Projected sales tax revenues increased \$590,809, or 6.4% from the expansion of commercial and retail tax base. Permit fees (those fees related to new construction or improvements to existing construction) are estimated to increase \$819,091 from new commercial and retail construction.

### **Staffing**

The 2016 service plan includes the addition of one (1) code compliance officer, one (1) trade staff and funding one (1) benefits manager previously frozen in FY 2014-2015. Two (2) new patrol officers will be funded from grant funds.

### **Operations and Maintenance**

Operating and Maintenance cost increased approximately 9.35% due to increases in public grounds maintenance, increased utilities for new city facilities, sanitation, new contracts, festivals and technology upgrades. Salaries & Benefit increases of 6.5% or \$2,002,065 due to a merit increase of approximately 3%, certification adjustments, new positions and compliance requirements of The Affordable Health Care Act. Operations & Maintenance-increased 9.35% or \$1,236,590 due to increased street maintenance of \$662,860, public grounds maintenance of \$67,968, building services increases of \$86,079, contract service costs increases of \$80,665, special event cost of \$20,819, \$55,895 in technology purchases and \$144,682 in additional utility costs for new facilities.

### **Transfers**

Transfers are estimated to be \$420,158 for the city's insurance program and supplemental funding for the Law Enforcement Center of \$413,196.

### **Equipment**

The City will finance \$1,245,551 in equipment including public safety vehicles, technology and equipment, technology upgrades in all departments and facility improvements.

### **Debt**

The General Obligation debt payment is \$12,826,072 or total General Obligation Debt of \$108,830,000. The overall debt ratio has remained constant. The City has made a conscious effort to reduce the percentage of general fund revenue dedicated to debt service. Management and City Council are working to reduce the costs of infrastructure improvements through the use of impact fees and developer contributions. Impact Fees have declined over the past two fiscal years because of residential and commercial development.



## **ENTERPRISE FUNDS**

### **UTILITY FUND**

#### **Revenues**

The overall Utility Fund budget for FY 2015-2016 is \$28,817,525. Water Sales and Sewer Treatment Sales account for 96.4% of all revenue.

#### **Staffing**

The 2016 service plan does not provide for any new positions.

#### **Operations and Maintenance**

Operations and Maintenance cost increased approximately 7.43% from increases in water treatment and sewer treatment costs from the Trinity River Authority and the Tarrant Regional Water District.

#### **Equipment**

Approximately \$258,625 for new equipment in budgeted in FY 2015-2016.

#### **Transfers**

The Utility Fund Transfer to the General Fund is approximately \$1,008,532.

#### **Debt**

The overall Utility Fund debt is \$5,861,826 or a decrease of 7.3%.

## **LAW ENFORCEMENT CENTER FUND**

#### **Revenues**

The Law Enforcement Center budget for FY 2015-2016 is \$10,139,039, or an increase of 2.5% over FY 2014-2015. The increase is from the estimated additional revenue from housing contracts with the City of Ft. Worth, City of Kennedale and the City of Burleson.

#### **Staffing**

No new positions have been added in FY 2015-2016.

#### **Operations and Maintenance**

Operations and maintenance costs increased 2.31% due to increased supply and maintenance costs.

#### **Transfers**

Transfers from the General Fund are \$413,196 in FY 2015-2016.

**Equipment**

Approximately \$39,284 for new mobile data terminals is budgeted in FY 2015-2016.

**Debt**

The remaining debt on the Law Enforcement Center is budgeted in the General Obligation Debt Service Fund.

**ENVIRONMENTAL SERVICES FUND****Revenues**

The overall Environmental Services Fund budget for FY 2015-2016 is \$1,308,471 or a 1% increase over FY 2014-2015.

**Staffing**

No new positions are budgeted in FY 2015-2016.

**Operations and Maintenance**

Operations and Maintenance costs increased 2.49% from increased cleaning of box culverts and drainage ditches.

**Transfers**

No transfers are budgeted in FY 2015-2016.

**Equipment**

No new equipment is budgeted in FY 2015-2016.

**Debt**

The debt service payment in the Environmental Services Fund is \$527,970.

**SPECIAL REVENUE FUNDS****Hotel/Motel Tax Fund**

The Hotel/Motel Tax Fund budget is from tax revenue assessed on hotel rooms within the City of Mansfield. Seven hotels are located within the city limits with approximately 504 beds. The Budget for FY 2015-2016 is \$641,425. Several factors have contribute to revenue in hotel occupancy tax fund including the increased emphasis on tourism, new improvements to the recreation venues including Big League Dreams Sports Park and Hawaiian Falls, increased special events including Rockin' 4<sup>th</sup> of July, downtown events including the music & arts festivals, regional sports tournaments including the Rotary Basketball Tournament and Futures Men's Professional Tennis Tournament. One (1) new tourism coordinator has been added in FY 2015-2016.

## **The Mansfield Park Facilities Development Corporation Fund (MPFDC)**

### **Revenues**

The revenues for the MPFDC Fund are \$4,777,895 in FY 2015-2016. Revenues are derived from ½ cent sales tax approved by the voters in 1992. Since inception, these revenues have steadily increased. Sales tax for operations is estimated to be \$3,545,353. User fee revenue is estimated to be \$1,017,922 including recreation fees and contract payments from the Hawaiian Falls Water Park, Big League Dreams and the Mansfield National Golf Course.

### **Staffing**

One (1) new position has been added in FY 2015-2016 due to the increasing service demands in new and existing parks and trails.

### **Operations and Maintenance**

The operating budget exclusive of estimated funds available for projects decreased \$118,275 due to reductions in estimated contract services and supplies in existing parks.

### **Transfers**

Approximately \$14,000 is budgeted for the MPFDC portion of insurance coverage.

### **Equipment**

No new equipment is budgeted in FY 2015-2016.

### **Debt**

The debt service payment in the Mansfield Park Facilities Development Corporation is \$1,242,104.

## **The Mansfield Economic Development Corporation Fund (MEDC)**

### **Revenues**

The sales tax revenue MEDC Fund is \$4,777,457 in FY 2015-2016. Revenues are from a ½ cent sales tax approved by the voters in 1992. Since inception, these revenues have steadily increased. Sales Tax and reserves are used to finance projects.

### **Staffing**

No new positions are budgeted in FY 2015-2016.

### **Operations and Maintenance**

The operating budget decreased slightly due to reductions in supply and contract service costs.

## **Debt**

The debt service payment in the Mansfield Economic Development Fund is \$1,202,454.

## **Transfers**

\$12,096 is budgeted for the MEDC portion of insurance coverage.

## **Equipment**

No new equipment or facility improvements are budgeted in FY 2015-2016.

## **CAPITAL PROJECT FUNDS**

Historically, the Capital Improvement Program has preceded development in all areas of the city. The Capital Improvement Program is developed with the following guidelines whenever possible:

The Capital Improvement Program is developed to match costs against expenses occurring in corresponding periods of time. In other words, the development and timing of infrastructure improvements is crucial to maintaining current and future developments while maintaining or lowering debt ratios. Since 1995, development fees have funded approximately \$88,944,736 in improvements. Development fees offset the amount of borrowings in the street and utility funds.

The impact of infrastructure improvements on operating and maintenance costs is evaluated and measured annually during the budget development process and during revisions to the Long Term Financial Plan. Operating and Maintenance cost impacts in FY 2015-2016 are reflected in increased utility costs, staffing increases and to additional service requirements related to expansion of existing facilities, new facilities and transmission lines.

### **The Building Construction Fund**

Facility improvements in FY 2015-2016 include \$828,959 for the animal control expansion.

### **The Street Construction Fund**

Street and Roadway improvements in FY 2015-2016 are budgeted at \$16,022,743 Street Impact Fees will be utilized wherever possible to supplement funding for these projects. In FY 2015-2016, the City anticipates issuing \$15,522,743 in bonds for street improvements as identified by staff and approved by City Council.

### **The Utility Construction Fund**

Utility improvements in FY 2015-2016 are budgeted at \$26,967,846. Revenue bonds in the amount of \$25,863,142 will be issued for these improvements.

*Water and Sewer Impact Fees will be utilized wherever possible to supplement funding for these projects.*

### **The Parks Construction Fund**

Park improvements in FY 2015-2016 are budgeted at \$21,855,000.

## **THE FY 2015-2016 SERVICE PROGRAM**

In Summary:

*Continue to sustain positive performance, maintain service levels and plan for future development.*

The City of Mansfield has taken positive steps to fulfill broad goals identified by City Council and City Staff in FY 2015-2016. While non-financial goals and strategies are essential and form the framework of the Service plan in FY 2015-2016, The City of Mansfield will continue to maintain a positive financial framework in order to provide a quality of life to all citizens. The City will:

- Maintain the City's Bond Ratings to effectively fund infrastructure improvements and increase the Fund Balance.
- Continue quality residential and commercial development.
- Maintain a quality workforce without staff reductions and improve service programs in public safety, parks, code enforcement and public grounds.
- Provide a total living environment for all citizens.

The Financial Goals and Strategies to achieve these goals are very similar to those of the past. The City of Mansfield has achieved these goals in the past years and anticipates achieving these goals in FY 2015-2016.

- The City will maintain a quality workforce by offering a competitive compensation package.
- The City will maintain the General Fund Balance Reserves.
- The City will develop economic development strategies.
- The City will provide a safe community.
- The City will provide new and improved roads and infrastructure to reduce traffic congestion.
- The City will continue to provide a "Superior" water system and "Best" parks system.
- We will expand service programs in public safety, parks, public grounds, code enforcement and communications.

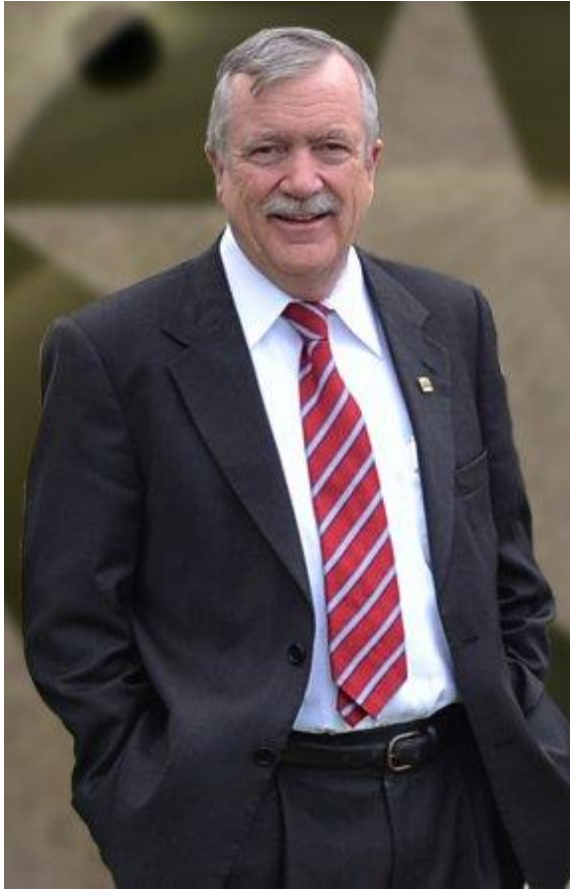
## **LONG TERM GOALS FY 2015/2016 AND BEYOND**

*The City of Mansfield has developed Goals and Strategies in FY 2015-2016 with an awareness that these goals and strategies are building blocks for future long term goals. The long term goals in future years will include:*

- Continue to maintain positive growth and enhance the local economic activity.
- Maintain the City's debt ratios and fund infrastructure improvements in a timely manner.
- Maintain and expand the fund balance.
- Maintain and improve the City of Mansfield Bond Ratings.
- Maintain a quality workforce.
- Maintain a level tax rate.



## **FULL TIME EQUIVALENT POSITIONS**



Do You Know?

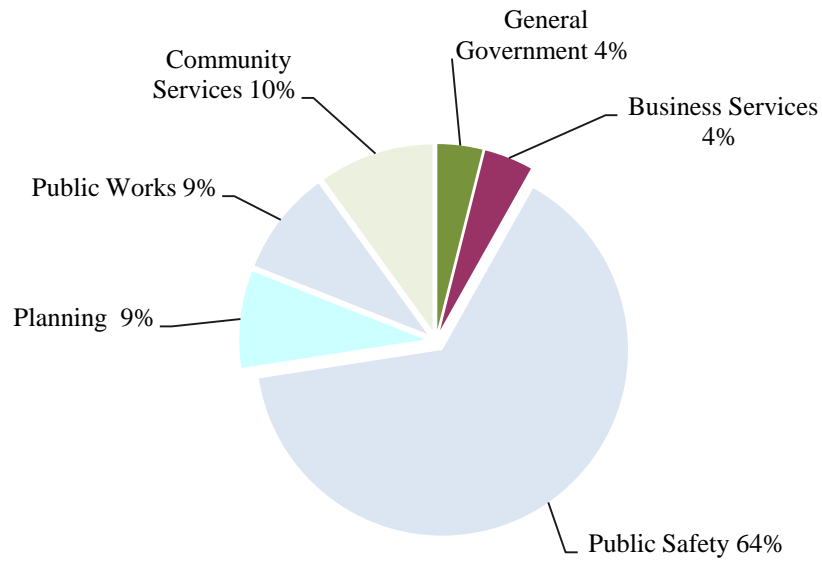
533 Full Time Equivalent Positions are budgeted in FY 2015-2016



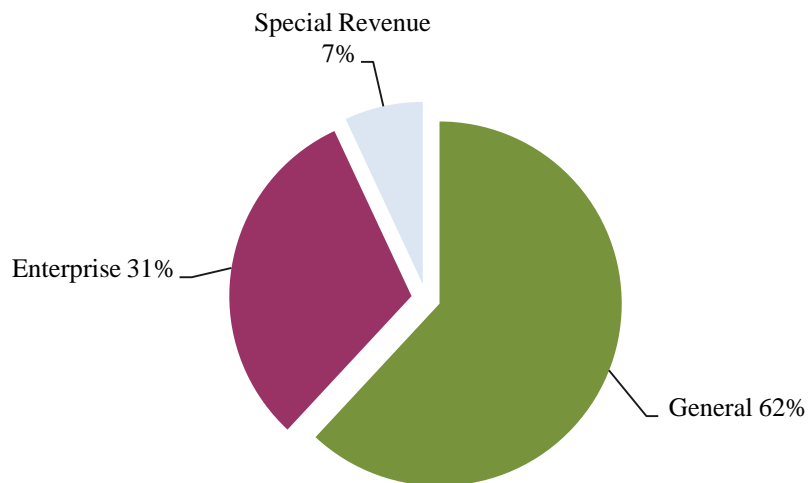
Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Change
<b>General Fund</b>				
<b>General Government</b>				
Administration	4	4	4	
Legal	2	2	1	-1
Human Resources	6	4	4	
<b>Total General Government</b>	<b>12</b>	<b>10</b>	<b>9</b>	<b>-1</b>
<b>Business Services</b>				
Finance	3	3	3	
Accounting	3	3	3	
Budget & Purchasing	1	1	1	
Information Technology	4	4	4	
City Secretary	3	3	3	
<b>Total Business Services</b>	<b>14</b>	<b>14</b>	<b>14</b>	
<b>Public Safety</b>				
Administration	4	4	4	
Police Administration	10	10	9	-1
Police Communications	24	24	24	
Police Patrol	51	51	51	
Traffic	3	3	3	
CVE	2	2	2	
K-9	2	2	2	
Criminal Investigations	18	17.5	19	1.5
Task Force (Grant Funded)	0.5	0.5	2.5	2
Municipal Court	7	7	7	
Community Resource	2	2	1	-1
Animal Control	7	7	7	
Fire Administration	4	4	4	
Fire Prevention	5	5	5	
Fire Operations	74	74	74	
<b>Total Public Safety</b>	<b>213.5</b>	<b>213</b>	<b>214.5</b>	<b>1.5</b>
<b>Planning &amp; Development</b>				
Planning	7	7	8	1
Building Maintenance	5	5	5	
Building Services	15	14	15	1
<b>Total Planning</b>	<b>27</b>	<b>26</b>	<b>28</b>	<b>2</b>
<b>Community Services</b>				
Senior Citizens	3.5	3.5	3.5	
Park Operations	15.7	15.7	15.7	
Library	12	12	12	
Historical Services	1	1	1	
Communications & Marketing	2	2	2	
Cultural Arts	1	1	1	
<b>Total Community Services</b>	<b>35.2</b>	<b>35.2</b>	<b>35.2</b>	
<b>Public Works</b>				
Engineering	13	13	13	
Traffic	3	3	3	
Street Maintenance	13	13	14	1
<b>Total Public Works</b>	<b>29</b>	<b>29</b>	<b>30</b>	<b>1</b>
<b>Total General Fund</b>	<b>330.7</b>	<b>327.2</b>	<b>330.7</b>	<b>3.5</b>

<b>Full Time Equivalent Positions</b>	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Change
<b>Enterprise Funds</b>				
<b>Utility Fund</b>				
Administration	3	4	5	1
Billing & Collections	7	7	7	
Meter Reading & Repair	7	8	7	-1
General Service	11	9	9	
Water Treatment	15.25	12.25	9.25	-3
Water Quality		1	4	3
Water Demand Management		1	2	1
Laboratory Services		1	2	1
Sewer	8	8	6	-2
<b>Total Utility Fund</b>	<b>51.25</b>	<b>51.25</b>	<b>51.25</b>	<b>0</b>
<b>Law Enforcement Center</b>				
Administration	2	2	2	
Operations	95	77	77	
City Marshal		17	17	
Support	6	10	10	
Kitchen	3	0	0	
Medical	5	5	5	
<b>Total Law Enforcement Center</b>	<b>111</b>	<b>111</b>	<b>111</b>	<b>0</b>
<b>Drainage Fund</b>				
Operations	3	3	3	
<b>Total Drainage Fund</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>Total Enterprise Funds</b>	<b>165.25</b>	<b>165.25</b>	<b>165.25</b>	<b>0</b>
<b>Special Revenue Funds</b>				
Mansfield Parks Fund	26	27	28	1
Mansfield Economic Development	5	5	5	
Tree Mitigation Fund	3	3	2	-1
Hotel Motel Fund	1	1	2	1
<b>Total Special Revenue Funds</b>	<b>35</b>	<b>36</b>	<b>37</b>	<b>1</b>
<b>Total All Funds</b>	<b>531</b>	<b>528.5</b>	<b>533.0</b>	<b>4.5</b>

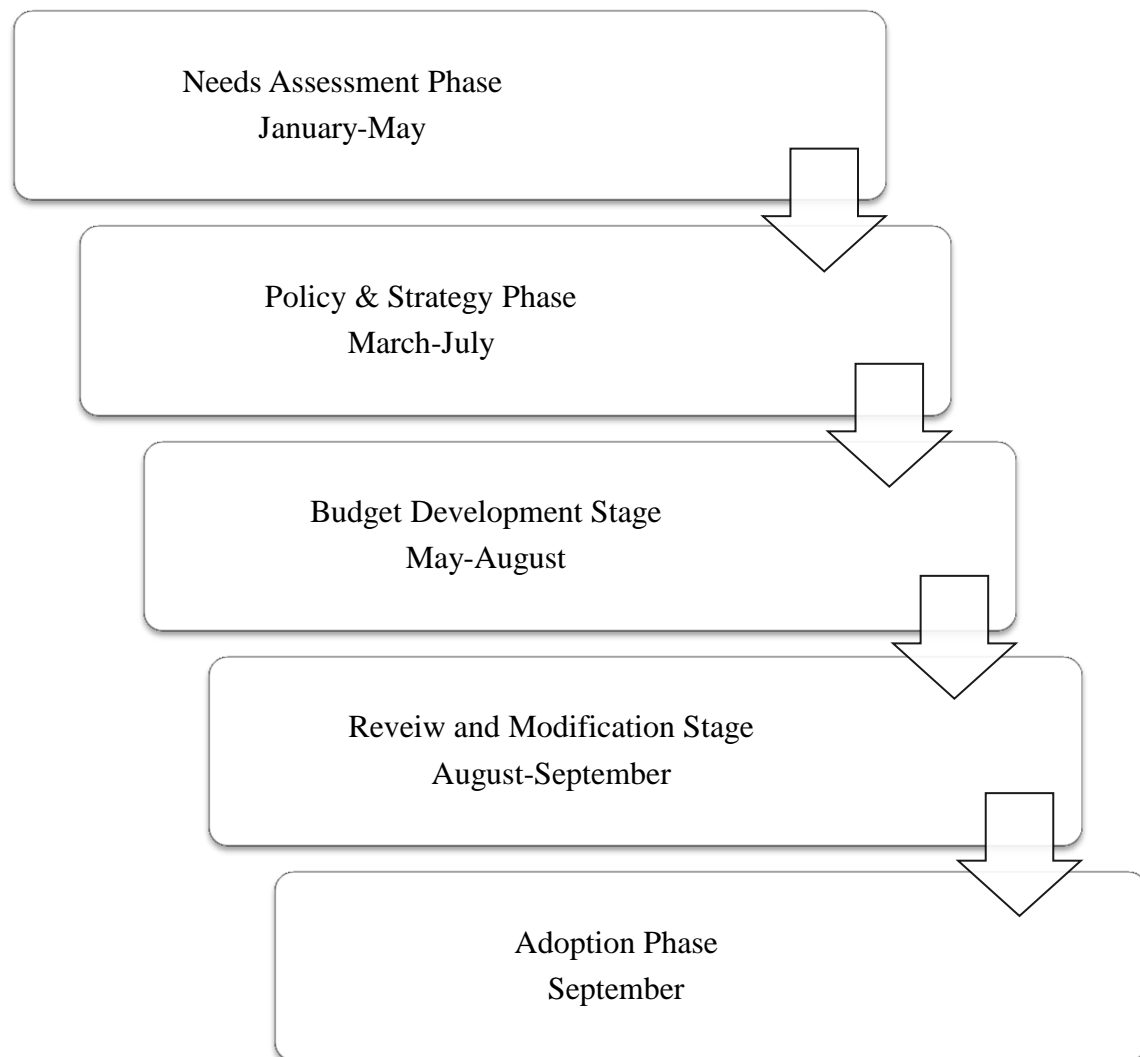
### General Fund Staffing



### Staffing By Fund



## **BUDGET AND FINANCIAL POLICIES**



## **BUDGET CALENDAR FISCAL YEAR 2015-2016**

January 6, 2015, Tuesday	Meeting with All Divisions and Department Managers to clarify challenges remaining in 2015 and challenges related to the FY 15/16 budget.
February 9, 2015, Monday	Present budget packets and instructions to Division/Department Heads and review the information with the department staff.
March 13, 2015, Friday	“Missions, Goals and Objectives and Performance Measures submitted to the Budget Department and City Manager’s Office
March 27, 2015, Friday	Division/Department Heads submit to Business Administrative Services and Employee Support Services current and projected; FY 15/16 personnel level of funding, new position requests and request for re-classification of any position.
April 30, 2015, Thursday	The Chief appraiser prepares and certifies estimate of taxable value for county, municipality, and school district participating in the appraisal district; estimate of preliminary taxable value.
May 11, 2015, Friday	Division/Department Heads submit their departmental budgets to Budget/Accounting for FY 15/16 expenditures and revised figures for FY 14/15.
May 13, 2015, Wednesday	First Review - City Manager or his designee reviews budget requests with Department Heads.
May 22, 2015, Friday	Business Administrative Services Director calculates preliminary tax and other revenues and presents to the City Manager for the FY 14/15 proposed budget. The City anticipates receiving the preliminary tax roll from T.A.D on this date.
May 27, 2015, Wednesday	Special Council Meeting to review capital projects and funding sources with City Council.
June 2, 2015, Tuesday	Budget/Accounting prepares departmental line item budget reports and submits to City Manager or his designee incorporating FY 15/16 budget projections and revised figures for FY 14/15.
July 13, 2015 Monday	Preliminary Budget Presentation with City Council.
July 25, 2015, Thursday	Post agenda for July 27, 2015 Open Meeting Notice.
July 25, 2015, Saturday	Last Day for chief appraiser to certify appraiser to certify appraisal roll.
July 27, 2015, Monday	Preliminary Budget Presentation to City Council.
August 5, 2015, Wednesday	Post agenda for Monday-August 10, 2015 - Open Meeting Notice.

August 7, 2015, Friday	Date taxing units must publicize effective tax and roll back rates and other applicable items <b>(or as soon as practical thereafter)</b> .
August 10, 2015, Monday	Meeting to announce intention to adopt a tax rate on August 10, 2015. Presentation of the proposed FY 2015/2016 budget.
August 12, 2015, Tuesday	“Notice of 2015 Tax Year Proposed property Tax Rate (1 <sup>st</sup> quarter page notice) published at least seven days before public hearing scheduled on August 24, 2015 on the 2015/2016 Budget and use of Hotel/Motel Tax Revenue.
August 24, 2015, Monday	1 <sup>ST</sup> Public Hearing; Public Hearing on FY2015/2016 Budget and use of Hotel/Motel Tax Revenue. Publish first “Notice of Vote on Tax Rate” and Second Notice on Public Hearing.
August 31, 2015, Monday	2 <sup>nd</sup> Public Hearing on FY 2015/2016 Budget and Use of Hotel/Motel Tax Revenue. City Council is scheduled to review formal applications for use of Hotel/Motel Tax Revenue.
September 8, 2015, Tuesday	Council Meeting-1st reading of budget ordinances and tax rate adoption.
September 9, 2015, Wednesday	Special Council Meeting – 2 <sup>nd</sup> reading of budget ordinance and tax rate adoption.
September 11, 2015 Friday	Special Council Meeting-Third and final reading of the budget.

The City’s charter requires that the budget be adopted by September 15 of the given year



# THE CITY OF MANSFIELD BUDGET PROCESS

## THE CITY'S BUDGET ROLES AND RESPONSIBILITIES

Every staff member plays a role in budgeting, whether in its formation, implementation, administration or evaluation. Ultimately, of course, each department manager through the City Manager is accountable to the City Council and citizens for the performance of departmental staff in meeting specific objectives.

**Actual budget responsibility can be identified specifically as follows:**

**The Department Manager** is responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the base budget requirements for the next fiscal year and developing other requests that change or revise the program so that it will be more effective, efficient, productive and economical.

**The Departmental Administrative Support Staff** serves as a vital communication link between the department and the budget staff. Support staff is responsible for coordinating information, checking to see if forms are completed properly, making sure necessary supporting documentation is submitted, monitoring the internal review process to meet timelines, gathering performance measurement information, entering departmental budgets into the city's financial system and serving as the departmental troubleshooter for problems throughout the budget process.

**The Strategic Plan Committee** is comprised of staff from each major division of the city and is responsible for the planning, development and presentation of the city's modified capital and operational strategic plan. The strategic plan committee presents recommendations to the Business Services Director, Budget Office and the City Manager for review.

**The Division Directors, Assistant City Manager and Department Directors** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions and modifying and assembling their departmental data into a cohesive budget information package. Division Directors critically evaluate all requests, prioritize, and submit a budget plan including only those requests that support City Council priorities, City Manager work plan, administrative direction and the departmental mission and objectives. Performance measures are evaluated to determine the effectiveness of individual divisions and departments.

**The Deputy City Manager, Assistant Finance Director and Budget Director** within the Business Services Division are responsible for preparing short and long range revenue and expenditure forecasts, gathering and evaluating performance measures, calculating departmental budget targets, assisting departments, reviewing departmental budgets with department directors or staff, collating, analyzing and summarizing departmental requests and preparing budget review materials for the Executive Staff and City Council.

**The City Manager, Assistant City Manager and Deputy City Manager's** key role is to translate City Council goals and objectives into recommended funding decisions.

**The City Manager** is responsible for reviewing the total financial and operational program, formulating a citywide proposed budget and proposing a budget to City Council.

**The City Council** is responsible for the review of the City Manager's proposed budget, approval of the tax rate and approval of the final budget. The city charter requires adoption of the final budget no later than September 15 of each fiscal year.

## **BUDGET PROCESS**

The budget process is the key to the development of the City of Mansfield's overall strategic plan and affords individual departments the opportunity to reassess goals and objectives, evaluate programs using performance measurement data and develop strategies to accomplish them. Even though the budget may be reviewed by the City Council in July and August, and adopted in September, its preparation begins at least eight months prior, with projection of city fund balances, revenue and expenditure forecasts, citizens, boards, commissions and departmental needs assessments. It is with this groundwork that the departmental requests are made and subsequently reviewed.

The following summary provides a brief description of the various phases of the budget process and timeframes in which the budget preparation, review and adoption takes place.

## **BUDGET PHASES**

**Priority Needs Assessment Phase-**This is the foundation of assessing what the current and projected programmatic and operational needs of each department exists as seen by the **Citizens of Mansfield, City Council, Boards, Commissions** and individual division/department directors. City Staff and City Council reviews occur during this phase to identify and prioritize the needs and desires of each group. Community feedback is an important component of the budget process in assessing citizen satisfaction with services and establishing priorities for the upcoming budget year. Updates to the Strategic Plan normally occur during this period and is presented to Council during the budget process. City Council has identified the need to maintain and upgrade maintenance of the city's right of ways and medians, increase architectural standards for new development, create more neighborhood and linear parks, encourage more retail, commercial and industrial development within the city, implement and continue the Capital Improvement Program, provide additional police and fire staff.

**Financial Trend Analysis-** is an integral part of Mansfield's decision-making process that includes both short and long-range economic and financial forecasts. In fiscal year 2000, the city developed a 10-Year Strategic Plan that is updated annually and modified to integrate the city's operational and capital requirements with both a short term and long-term goals. City infrastructure needs are identified during this process and play an important role in the forecasting related to short and long term operating needs. During this phase, strategic forecasting assumptions are made including changes in fund balance projections, revenue, expenditure, compensation adjustments and costs adjustments. Preliminary assumptions result in the City's forecasted fiscal capacity and provide a balanced financial framework upon which operating (departmental) and capital (infrastructure projects) budget targets can be developed.

**Policy/Strategy Development Phase-** the City Council's goals and directives set the tone for the development of the budget. The Council identifies key policy issues that will provide the direction of the budget. The Strategic Planning Committee updates the City's 10-Year Strategic Plan that identifies critical objectives and the strategies to be employed in meeting objectives. It is within this framework that the department's budget plans are formulated. The City Council identifies needs to establish priorities, identify existing service levels and review financial and economic trends and Financial Forecasts. City Council also discusses policy direction with the Executive Staff.

**Budget Development Phase-**Based upon City Council's priorities and strategic policy direction, departments develop program objectives and work plans for the budget period. The budget department

submits to each department prior year and year to date expenditures for departmental review. Base budgets are then developed which represent existing service levels and adjusted for price changes, inflation and/or compensation adjustments. Departmental staff is asked to evaluate programs and positions. Departmental staff review service level requirements and makes decisions regarding new programs, increased or decreased staffing and changing resource allocation. Departments use the Strategic Plan to identify additional staffing requirements and obtain appropriate salary levels for each proposed new staff member. The Business Services Director, Assistant Finance Director and Budget Director review all budget submissions from individual departments to ensure each department has submitted accurate and concise data.

**Budget Review and Modification Stage**-The Budget Director sets a budget calendar and schedules meetings with each department/division director. Individual meetings occur with most departments at least twice prior to budget workshops with City Council. Budget requests are reviewed and recommendations for each department are reviewed during this phase. New staffing, operational expenditures, revenue projections and capital requests are reviewed to determine the overall resources available to fund departmental requests. Performance Measures are reviewed to determine the overall effectiveness of each departmental program. City Council and City Manager priorities and goals are reviewed with individual departments to ensure that individual budgets reflect the priorities set by City Council and the City Manager. Recommendations are then forwarded to the City Manager for review.

**Adoption Phase**-A proposed operational and financial plan is presented to City Council through a schedule of budget workshops prior to public hearings. The City Staff communicates the proposed budget to the citizens during these workshops in the form of power point presentations, handouts, cable access recordings or a combination of these formats. Public Hearings are held and City Council adopts the tax levy and budget consistent with the City Charter and State law.

**Implementation Phase**-Departments are accountable for budgetary controls throughout the fiscal year. Expenditure patterns are examined, compared to budget plans, and corrective action taken if necessary taken during the fiscal year. The Finance team reviews the budgeted revenues, expenditures, and current demographic, economic and financial trends monthly that may impact the city and plan strategy to ensure the City's financial integrity. The City Council is also provided a monthly financial report disclosing the city's actual revenue, expenditure and fund balance performance as compared to the budget plan.

## **REVIEW AND APPROVAL OF THE BUDGET**

The City Council considers the proposed budget and holds budget workshops and public hearings in August and September. The budget workshops provide an opportunity for city management, directors and the general public to offer information and recommendations to the City Council.

Legally, the budget must be adopted by September 15. City Charter requires three public readings of the budget ordinance before it is adopted by City Council. The adoption of the budget ordinance authorizes expenditures from all funds within the city including the general, debt service, enterprise, special revenue, and capital funds. The City's fiscal year begins October 1<sup>st</sup> of each year and ends September 30 of each year.

## **IMPLEMENTATION OF THE BUDGET**

Upon adoption, the staff prepares the operating budget incorporating all changes authorized by City Council. Each division is advised of the approved budget for their departments.

## **AMENDMENT TO THE BUDGET**

The City of Mansfield operating budget is adopted at the department level. Any transfers between departments or projects over \$5,000 may require City Council approval. Any change orders to budgeted capital improvement projects must be approved by City Council.

## **USE OF CONTINGENCY RESERVE**

When additional funding is required to offset unexpected revenue shortfalls, unexpected expenditure increases or events that threaten the public health or safety, contingency operating funds may be authorized by the City Manager and/or City Council so that budgeted service levels can be maintained.

## **BUDGETARY AND ACCOUNTING BASIS**

The operating budget is developed by fund using Generally Accepted Accounting Principles (GAAP) except depreciation and amortization are not budgeted. All funds are budgeted on a modified accrual basis.

## **OPERATING AND CAPITAL BUDGET RELATIONSHIP/ORGANIZATION**

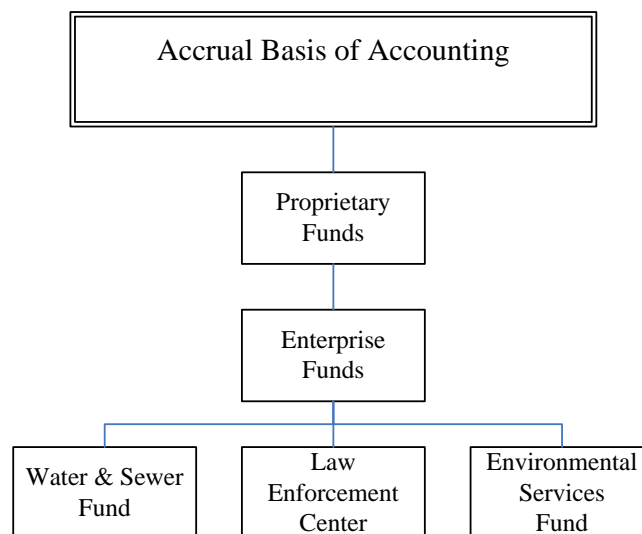
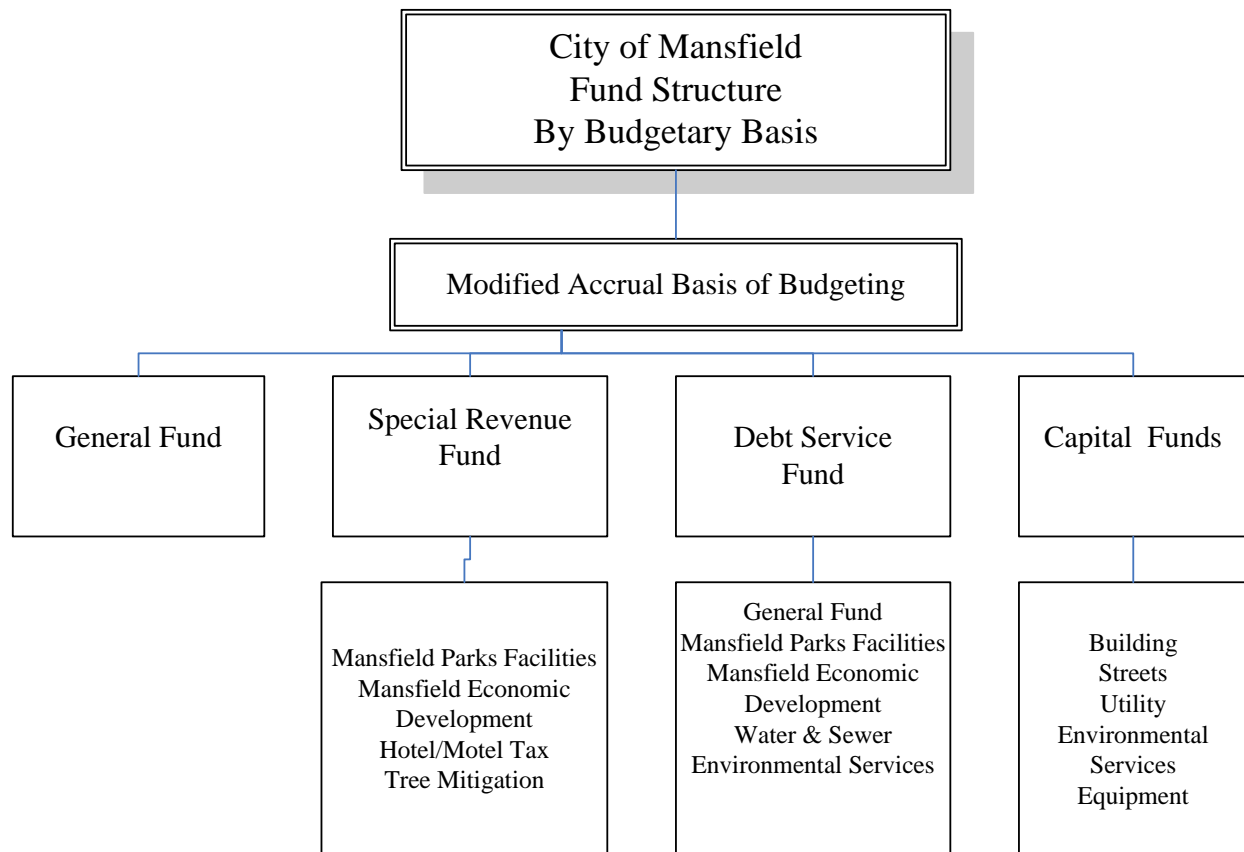
**The City of Mansfield Budget for Fiscal Year 2015-2016 is comprised of:**

The Operating Budget, which includes all departmental budgets including General Fund, Debt Service Funds Enterprise Funds, Special Revenue Funds and Capital Projects Funds. The operating budget includes portions of the city's Modified Strategic Plan that includes both operational and capital requirements.

The operating budget includes a balanced financial plan for all funds for fiscal year 2015/2016 and forecasts the results of operations by fund for the period. The effect of the Capital Improvement Program upon operations is reflected in the Capital Projects Fund. The operating budget includes fund summaries and presentations by city operating departments without regard to fund. Each division is divided into operating departments and a budget summary by department is included for each division. Performance Measures are incorporated for each division and each department within each division.

The Capital Project Fund is presented on a budget basis. The Capital Fund Projects include the Street Construction Fund, Utility Construction Fund, Building Construction Fund, Environmental Services Construction Fund and Equipment Replacement Fund. State Law requires an adequate budget to pay for the entire construction contract and appropriated in the period in which the contract is entered; therefore, expenditures are presented on a budget basis as opposed to cash flow basis.

Funding sources for the Capital Improvement Program are presented on a budget basis. The revenue sources are presented in the period that the funding will be transferred in order to provide continuity between operating budget and the Capital Budget. As a result of presenting the transfer of funds on a cash basis, funding sources may not equal budgeted expenditures in each period, creating a fund balance as cash accumulates for larger expenditures in later years.



## **BASIS OF BUDGETING AND ACCOUNTING IN SUMMARY**

The City of Mansfield's "Basis of Budgeting" for all funds is based upon by modified accrual basis of accounting. The modified accrual basis is a combination of cash and accrual accounting in that expenditures are immediately incurred as a liability while revenues are not recorded until actually received or are measurable and available for expenditure.

The Operating budget is developed by fund utilizing generally Accepted Accounting Principles (GAAP) basis except that depreciation and amortization are not budgeted. The City of Mansfield does not distinguish between the Basis of budgeting and Basis of Accounting. A complete description is provided below.

## **BALANCED BUDGET POLICY**

The City of Mansfield has adopted a "Balanced Budget" for all funds. Current appropriations in all funds are limited to the sum available, unencumbered cash balances and revenues estimated to be received in the current budget period. Expenditure and subsidy appropriations for mandated and priority programs are to be made against current revenue sources and not dependent upon uncertain reserves or fluctuating prior period fund balances. To the extent possible, current operations will be funded by current revenues. The use of unencumbered prior period balances in all funds shall be scrutinized and carefully limited and subject to review by the City Manager and City Council.

## **Fund Organization**

The accounts of the City are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts.

Governmental resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

## **GOVERNMENTAL FUND TYPES:**

### **General Fund -**

The General Fund is the operating fund of the City. All general tax revenues and other receipts that are not restricted by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, the fixed charges, and the capital improvement costs that are not paid through other funds are paid from the General Fund.

### **Special Revenues Funds -**

The Special Revenue Funds are used to account for the proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include Hotel/Motel Tax, Mansfield Park Facilities Development Corporation, The Mansfield Economic Development Corporation and the Tree Mitigation fund.

### **Debt Service Funds -**

The Debt service Funds include the General Debt Service Fund, Water & Sewer, Environmental Services Fund, MPFDC and MEDC. These funds are used to account for the accumulation of resources for and the

payment of principal and interest on general long-term debt and Revenue Bond Debt. The primary sources of revenues are ad valorem taxes, which are levied by the City, for the General Debt Service Fund and sales tax for the MPFDC and MEDC Debt Service Funds and user fees for the Water & Sewer Funds.

### **Capital Projects Funds -**

The Capital Projects funds account for the financial resources to be used for the acquisition of capital facilities other than those recorded in Proprietary Funds. The Capital projects funds are used to account for the acquisitions of capital facilities financed from general obligation bond proceeds or certificate of obligation proceeds, or transfers from other funds. The City's Capital Projects Funds consist of the following funds: Street Improvement, Utility Improvement, Building Construction Fund, and Equipment Replacement.

### **TIRZ (Tax Increment Reinvestment Zone)**

The Tax Increment Reinvestment Zone is a specific fund designated to capture the tax increment in a defined geographic zone. The tax increment is to pay for the public improvements specific to the zone or area defined by ordinance. Any increase in value or property value increment may be used to pay for the debt for these public improvements or be used to reimburse the developer for the public improvements paid for by the developer on behalf of the city.

### **PROPRIETARY FUND TYPES:**

#### **Enterprise Funds**

The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are the Water and Sewer Fund, Drainage Utility Fund and the Law Enforcement Complex Fund

### **BUDGET CONTROL**

As set forth in the City Charter, the City Council adopts an annual budget prepared in accordance with generally accepted accounting principles. The City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department. The City Council may require their approval of these transfers above a limit they wish to establish.

All unused appropriations, except appropriations for capital expenditures, lapse at the close of the fiscal year to the extent they have not been expended or encumbered. An Appropriation for a capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation.

### **BASIS OF ACCOUNTING**

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. All proprietary funds are accounted for on a flow of economic resources measurement focus.

**Governmental Fund Types** - All governmental funds are accounted for using the modified accrual basis of accounting. Under the modified accrual basis, revenues and other financial resource increments are recognized when they become susceptible to accrual, that is, when they become both "measurable" and "available" to finance expenditures of the current period. "Measurable" means that amounts can be reasonably determined within the current period. "Available" means that amounts are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

**Proprietary Fund Types** - Revenues and expenses are recognized using the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period incurred following the economic resources measurement focus.

## **FINANCIAL REPORTING AND POLICIES**

### **Financial and Operational Policies**

The City of Mansfield, Texas has developed financial and operational policies, which guided the development of the budget for fiscal year 2016. The budget has been developed using an analysis of historical data, current data and forecasted data. The staff identified areas of growth and future needs in each department. The staff put in place several policies and procedures which determine the overall budget including expected population growth, expansion of services, debt service requirements, capital improvements, operational maintenance requirements, and staffing level requirements. Each department is evaluated as to current needs and the projected needs in the next budget year and the following nine years. Availability of funds is considered to determine what areas may need additional funding. A complete prior year analysis and future analysis is utilized to determine what areas may be increased, decreased or remain constant for the upcoming year. Individual departments are required to submit departmental budgets for the upcoming fiscal year. The Business Services Department reviews individual budgets and create a priority list for each department based on department and administration considerations. The budget for each department is reviewed by Business Services and the City Manager's office to ensure each department is properly funded. The budget's operational and financial policies are reviewed throughout the year.

### **Financial Reporting Policy**

Following the conclusion of the fiscal year, the City's Finance Director shall cause to be prepared a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting and financial reporting principles established by the Governmental Accounting Standards Board and the SEC. The document shall also satisfy all criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting. The city has implemented GASB 34, 43, 45 & 54. Monthly, semiannual and quarterly reports on the city's finances are reported to City council.

The CAFR shall show the status of the City's finances on the basis of general accepted accounting principles (GAAP). The CAFR shall show fund revenues and expenditures on both a GAAP basis and budget basis for comparison purposes. In all but two cases this reporting conforms to the way the City prepares its budget. Compensated absences (accrued but unused sick leave) are not reflected in the budget but are accounted for in the CAFR's long-term debt position. Depreciation expense is not shown in the budget's proprietary funds, although the full purchase price of equipment and capital improvements is reflected as uses of working capital.

Included, as part of the Comprehensive Annual Financial Report, shall be the results of the annual audit prepared by independent certified public accountants designated by the City Council. The Business Services Director shall issue a report monthly to the Council reflecting the City's financial condition for



the month. The monthly report shall repeat the financial condition of the City in a user friendly and understandable format consistent with the budget.

### **Revenue Policies**

To protect the City's financial integrity, the City will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source.

For every annual budget, the City shall levy two property tax rates: operation/maintenance and debt service. The debt service levy shall be sufficient for meeting all principal and interest

Payments associated with the City's outstanding general obligation debt for that budget year. The debt service levy and related debt service expenditures shall be accounted for in the Debt Service fund. The operation and maintenance levy shall be accounted for in the General fund. The operation and maintenance levy shall not exceed the eight percent (8%) rollback rate as defined by the State of Texas Property Tax Code.

The City will maintain a policy of levying the lowest tax rate on the broadest tax base. Minimal exemptions will be provided to homeowners, senior citizens, and disabled veterans.

The City will establish user charges and fees at a level that attempts to recover the full cost of providing the service. User fees, particularly utility rates, should identify the relative costs of service different classes of customers. When possible, utility rates should be designed to reduce peak (hour and day) demands on the utility systems.

The City will make every reasonable attempt to ensure accurate measurements of variables impacting taxes and fees (e.g. verification of business sales tax payments, verification of appraisal district property values, and accuracy of water meters).

The City will attempt to maximize the application of its financial resources by obtaining supplementary funding through agreements with other public and private agencies for the provision of public services or the construction of capital improvements.

The City will consider other market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

When developing the annual budget, the Business Services Director shall project revenues from every source based on actual collections from the preceding year and estimated collections of the current fiscal year, while taking into account known circumstances which will impact revenues for the new fiscal year. The revenue projections for each fund should be made conservatively so that total actual fund revenues exceed budgeted projections.

### **Operating Expenditure Policies**

Operating expenditures shall be accounted, reported, and budgeted for in the following major categories: Operating, recurring expenditures include personnel services, supplies, maintenance, contractual services, and capital replacement/lease. Operating, non-recurring expenditures include capital equipment. The annual budget shall appropriate sufficient funds for operating, recurring expenditures necessary to maintain established quality and scope of city services.

The City will constantly examine the methods for providing public services in order to reduce operating, recurring expenditures and/or enhance quality and scope of public services with no increase in cost.

Personnel service expenditures will reflect the minimum staffing needed to provide established quality and scope of city services. To attract and retain employees necessary for providing high-quality service, the City shall maintain a compensation and benefit package competitive with the public and, when quantifiable, private service industries. Supply expenditures shall be sufficient for ensuring the optimal productivity of City employees.

Maintenance expenditures shall be sufficient for addressing the deterioration of the City's capital assets to ensure the optimal productivity of the capital assets. Maintenance should be conducted to ensure a relatively stable level of maintenance expenditures for every budget year.

The City will utilize contract labor for the provision of city services whenever private contractors can perform the established level of service at less expense to the City. The City will regularly evaluate its agreements with private contractors to ensure the established levels of service are performed at the least expense to the City.

Existing capital equipment shall be replaced when needed to ensure the optimal productivity of city employees. Existing capital equipment associated with General fund operations in excess of \$5,000 will be charged to individual departments who purchase those items.

Expenditures for additional capital equipment shall be made only to enhance employee productivity, improve quality of service, or expand scope of service. To assist in controlling the growth of operating expenditures, operating departments within the General fund will submit their annual budgets to the City Manager within a ceiling calculated by the Business Services Director from the General Fund's Long-Term Financial Plan. Projected expenditures that exceed the ceiling must be submitted as separate expanded levels of service requests.

### **Fund Balance Policy**

The annual budget shall be presented to Council with each fund reflecting an ending fund balance that is no less than 25% of that fund's annual operating expenditures. To satisfy the particular needs of individual funds, ending fund balances may be established which exceed the 25% minimum. Fund balance that exceeds the minimum level established for each fund may be appropriated for non-recurring capital projects or programs. The City will exercise diligence in avoiding the appropriation of fund balance for recurring operating expenditures. In the event fund balance is appropriated for recurring operating expenditures to meet the needs of the community, the budget document shall include an explanation of the circumstances requiring the appropriation and the methods to be used to arrest the future use of fund balance for operating expenditures.

### **Fund Transfer Policy**

With the exceptions noted below, there will be no operating transfers between funds. Any costs incurred by one fund to support the operations of another shall be charged directly to the fund. (For example, actual hours worked by General fund employees for water fund events.)

Fund transfers may occur when surplus fund balances are used to support non-recurring capital expenses or when needed to satisfy debt service obligations.

## **Debt Expenditures**

The City will issue debt only to fund capital projects that cannot be supported by current, annual revenues. To minimize interest payments on issued debt, the City will maintain a regular debt retirement policy by issuing debt with maximum maturities not exceeding twenty (20) years. Retirement of debt principal will be structured to ensure constant annual debt payment. The City will attempt to maintain base bond ratings (prior to insurance) of Aa2 (Moody's Investors service) AA+ (Standard & Poor's) and AA+ (Fitch, IBCA) on its general obligation debt (see Debt Policy). Annual financial reviews are conducted by Fitch, Moody's and Standard & Poor's. The post issuance compliance policy was implemented in 2012.

## **Capital Projects Expenditure Policy**

The City will develop a multi-year plan for capital projects, which identifies all projects likely to be constructed within a ten-year horizon. The multi-year plan will reflect for each project the likely source of funding and attempt to quantify the project's impact to future operating expenditures. Capital projects will be constructed to protect or improve the community's quality of life, protect or enhance the community's economic vitality, and support and service new development. To minimize the issuance of debt, the City will attempt to support capital projects with appropriations from operating revenues or excess fund balances (i.e. "pay-as-you-go").

## **Utility Capital Expenditures**

The City will design utility rates sufficient for funding a depreciation reserve that will accumulate resources to replace or rehabilitate aging infrastructure that no longer can be serviced by regular maintenance. Attempts should be made to fund the reserve at a level approximate to annual depreciation of assets as reported in the City's annual Comprehensive Annual Financial Report.

## **Long-Term Financial Plan Policy**

The City will adopt every annual budget in context of a long-term financial plan for the General Fund and Water and Sewer Fund. Financial plans for other funds may be developed as needed. The General Fund and Water and Sewer Fund long-term plan will establish assumptions for revenues, expenditures and changes to fund balance over a ten-year horizon. The assumptions will be evaluated each year as part of the budget development process.

## **Economic Development Policy**

Assess and collect ½ percent on each taxable sales transaction in the City and utilizing the revenue to encourage commercial and industrial development within the City. Commercial and industrial development provides additional tax revenues, local employment and shifts a portion of the tax base from the homeowner to the industrial/commercial entity. The MEDC board has set a goal to split the tax burden equally between the homeowner and industrial/commercial development.

## **Infrastructure Development Policy**

The development of capital improvements including street and utility construction will provide the necessary infrastructure for residential and commercial development. The City has instituted an aggressive ten-year capital improvement program to develop the city's infrastructure. This program will be funded with the growth in tax base as projected. The improvements are being timed to coincide with annual growth in the City.

### **Service Development Policy**

The City of Mansfield has approved three (3.5) new positions in FY 2015-2016.

### **Planning and Development Policy**

The City has and will increase its technical assistance to residential and commercial developers in an effort to develop systematic growth and development. Residential and commercial zoning has been developed to fit the city's master plan.

### **Budget Preparation Policy**

The budget development is based on community and individual department needs as identified by the citizens' survey, City Council and individual division projections. The budget is based on the projected growth of both revenue and expense factors citywide over a 5 year period. Projected commercial and industrial development are also factored into the overall budget plan. Council and management have adopted a Modified Strategic Plan to outline the operational and infrastructure demands from the effects of the economy. This plan will be reviewed and revised annually.

### **Purchasing Policy**

The City continues to develop a citywide purchasing plan to simplify, expedite and provide cost savings to all City divisions. The consolidation of purchases, cooperative purchasing and the expanded use of the bid process provides cost savings now and in the future.

### **Investment Policy**

The investment policy applies to all financial assets of the City of Mansfield. Investments and investment reporting comply with the Public Funds Investment Act.

### **Other Policies**

Growth pays for growth-one time revenues will be used to pay for one time expenditures.

Operational increases in cost may only be funded by permanent increase in revenue or a structurally balanced budget.

Pay as you go funding including T.M.R.S, OPEBS, Capital Infrastructure and Impact Fees.

Amortization is limited to life expectancy.

Utility Coverage Factor is equal to 1.30 annual or rate increases.

All members of management and city council are subject to ethics disclosure (any dealings that could have a direct or indirect gain).



# **THE CITY OF MANSFIELD STRATEGIC PLAN**

## **History and Purpose of the Plan**

Mansfield, Texas, is located in the southern sector of the fourth largest metropolitan area in the United States of America. The City of Mansfield encompasses 36.64 square miles. Current population estimates by City Planners suggest that the City is home to 63,248 people. In 1980, the City was home to 8,102 residents. Since 1980, the City's population has grown by 52,146 residents. Mansfield, Texas is the third largest City in Tarrant County, and is third only to Fort Worth, and Arlington, Texas.

The Council of Governments, a coalition of local governments in the metropolitan area, continues to project growth in the population in Tarrant County over the next three decades. City Planners also continue to project growth in the City of Mansfield's population and ultimately project the population of the City to be home to 165,000 residents within in the next thirty to forty years.

In the decade of the 1970s, community leaders recognized the demands of meeting the needs of the new residents within the City of Mansfield, Texas. City infrastructure was aging and was unable to support the expectations of a new and growing population. City resources were limited: there was limited professional staff, limited infrastructure, and limited funding capacity. The land use was agricultural. Community leaders gathered, raised taxes, recruited, retained professional staff and began building a community. These community leaders are still active in the community today.

In addressing the service demands of the community, the City of Mansfield jumped in front of the expectations of growth in the decade of the 1980's and began creating and adopting several planning models to manage, aide and assist in the development of the City's infrastructure to support the needs of the growing community and its demand for services. These planning models included the Master Land Use Plan, the Master Thoroughfare Plan, the Master Drainage Plan, the Master Water & Sewer Plan, the Master Parks Plan, and the Master fiscal plan or the City's Strategic Plan. Planning models are generally based upon the expectations of future populations and the expected use of the infrastructure and services necessary to support the expected populations. The models are carefully reviewed and some require the public's involvement ensure that these documents are consistent with the interest of the vested stakeholders of the community. These plans change little year after year because of the deliberative processes and the assumptions used in planning for future land use and needed infrastructure. Generally, the primary planning model that drives the rest of the planning models is the land use model because it determines population densities or expected populations. Of course, these plans are reviewed and modified by the City based upon changes in the use of the land or other reasons deemed to be appropriate by the City.

The City's Strategic Plan is a fiscal planning model that encompasses the City's other infrastructure planning models and focuses on the City's financial capacity, projected financial capacity and its ability to pay for the infrastructure and services expected to be

needed in the future. The Strategic Plan focuses on the two primary purposes of the City of Mansfield, Texas: General Infrastructure, General Services and Water & Sewer Services. These two activities also referred to as Corporations of the City, address the primary demands of the patrons of the City of Mansfield, Texas.

The Strategic Plan is a business model intended to guide Management in making and evaluating business decisions affecting the community and managing the City's organization. These decisions include the allocation funding to programs, such as public safety, street programs, park programs, water, sewer services and the business administration of these City services. Year over year, these essential programs, are managed and developed to meet the needs of the population of the City.

This Strategic Plan is a planning tool used to address these demands for funding and identify potential stress points or weaknesses in the services being provided by the City as well. It is also designed to steer the City clear of fiscal distress or warn Management of potential fiscal stress when assuming a certain assumptions in spending patterns, inflationary provisions, infrastructure programs, and recruitment, retention programs. It also encourages the City to think into the future and in so doing, it encourages program managers to anticipate the future costs of future populations as well as current populations, while providing for the financial stability of the community by projecting the future costs of City services.

The City's first Strategic Plan was adopted and accepted by the City of Mansfield on November 27, 2000. It has been revised and subsequently adopted on April 22, 2002, December 8, 2003, September 12, 2005, July 28, 2008, August 31, 2010, October 10, 2011 and October 28, 2013.

## Guiding Policies and Development of the Strategic Plan

The City of Mansfield, Texas, annually prepares and reviews its comprehensive Strategic Plan. This plan is guided by and directed by long-term fiscal policies that have been in place for almost three decades. The benefits of these long-term fiscal policies are evident from the results of the fiscal performance of the City and the strength of the City's credit or its ability to repay its obligations within the community it serves and its creditors.

## City's Guiding Fiscal Policy - Growth pays for Growth

The current population of the City is only asked to bear its costs of services; the cost of infrastructure development and the related services needed to support the development is paid for by the population creating demand for these costs. This policy essentially manages the cost of development and cost of services with the new recipients of these services. The policy also encourages the timely development of infrastructure and discourages the City from developing its infrastructure too quickly because funding becomes too costly for existing stakeholders. Growth pays for Growth.

## Other Policies and Practices

Management knows that policies and practices are only as effective as the City's ability and political willingness to adhere to its policies and practices. The City Councils of the City of Mansfield, Texas, have supported and encouraged fiscal accountability and responsibility through the adoption of fiscal policies and the practices of fiscal policies. The instituted financial policies and practices generally govern, the fiscal performance of the City: a few of the practices are as follows:

### Revenues

- One Time Revenues matched with One Time Expenses
- Manage User Fees to match the market costs.
- Fund Cash and Reserve Requirements
- Effective utilization of potential tax base (undeveloped land)

### Expenses

- Service Excellence-Quality of service at the lowest costs.
- Community safety
- Managed growth-planning and Infrastructure development
- Recruitment of skilled workforce-Competitive Salary Program
- Protection of the City's credit ratings

Another key policy in keeping the City's fiscal condition in good health is the annual rating review with the big three rating houses: Fitch, Moody's and Standard & Poor's. The rating houses refer to this annual review as market surveillance which is a formalized requirement of the rating agencies. The City policy is to annually present the City's financial condition before each of the rating houses in New York, New York. This policy allows Management to clearly express its views before rating committee chairs who evaluate the City's credit. Management of the City is considered to be strong by the agencies.

### Fiscal Policy is measured

Each year in evaluating the Strategic Plan, Management considers its guiding policy by monitoring indices that encourage good fiscal health. These indices also alert Management of potential fiscal distress, stress or variances from the City's guiding fiscal policy of letting **"Growth Pay for Growth"**. Key indices include: debt ratios, coverage requirements and cash reserve requirements. If any of these ratios gets too low, Management is prompted to act in restoring these ratios to their normal levels.



January – March

Divisions submit Staffing and Equipment requests for the ten year period.  
Divisions submit Capital Projects for Streets, Utility and Building Projects.

February – April

Business Services review historical, current and future revenue sources and estimates budgeted revenues and expenditure growth.

May – June

Business Services updates the Strategic Plan based on revised staffing, equipment and capital requirements. The Business Services Director estimates projected availability of funding for new staffing, equipment and capital requirements.

June – September

The Business Services Division updates the Strategic Plan and reviews the plan with the City Manager. The City Manager presents the Plan for approval

June – September

The Business Services Division updates the Strategic Plan and reviews the plan with the City Manager. The City Manager presents the Plan for approval

## Strategic Plan

The Plan has been designed to meet the current and future service demands of the community based upon current management practices and current funding provisions of existing programs. It allows for the expected or projected service needs of the community for the next ten fiscal years, 2015-2024. The service needs include the Capital Improvement Programs, Operating & Capital Equipment Programs, Employee Recruitment Programs, and Expansion of Existing Programs. Major divisions and departments have provided input and need assessments for the expected service level requirements into the future.

The Plan is designed for continuous adjusting based on economic variables and local activity drivers that affect the service requirements. It provides for a degree of certainty in setting expectations for future spending and is expressive in its intent of future spending patterns, but is not to be construed as the final funding authority for future programs, future indebtedness or commitments to any program, vendor, stakeholder or other interested party of the City as occurrences in the development of the City may alter or change the priority of funding needed to service the City.

## Financial Forecast and Projections

The Strategic Plan includes revenues and expenditures for a period of ten years. The objective of the forecast is simply to measure or guide the allowance of costs. Over the ten year forecast, revenues and expenditures are projected to increase although not as dramatically as in prior years during the population boom period because of the recent trends of growth in the New Economy which suggest a more modest pace of growth in the population and the number of new businesses moving into the community.

In forecasting revenues and expenses for the City's General Fund and Water, Sewer Fund into the future, Management projects revenue trends to average in a range of 5% to 7% over the next ten years with expenses being controlled or managed to approximately 5% over the next ten years. The City could experience higher cost of operations because of the effects of federal monetary policy, rising interest rates, energy prices, commodity prices, labor markets, costs of raw water, and the costs of treating sewer water. Current spending patterns suggest that minimum costs could increase 3-5% year over year, but these spending patterns are extremely subject to economic variables that could easily adjust the trajectory of presently projected spending pattern. Detailed projections by revenue source and spending purposes are provided in following tables.

## Key Rates

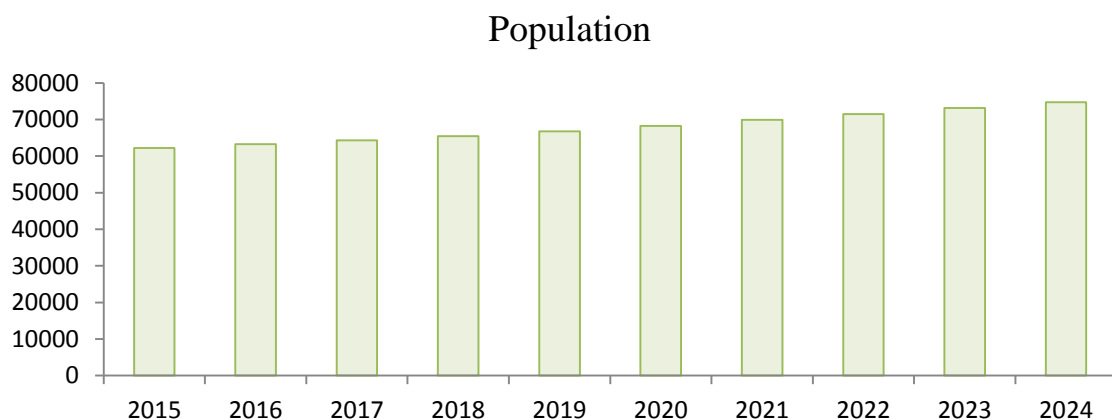
Tax Rate projections over the next ten years predict the tax rate to remain constant or at its current rate of \$.71 cents per \$100 in assessed valuation of property within the City of Mansfield, Texas. Water and Sewer rates are expected to remain constant over the next ten years with the exception of modest rate increases year over year. Modest increases

are expected to pay for the significant cost increases being passed along to the City for the cost of delivering raw water to the City's water treatment facilities and the cost of treating the City's sewer water. The City is closely monitoring these rate increases that are being charged by Tarrant Regional Water District and Trinity River Authority to the City for their capital expansion programs. These rates may or may not increase depending upon the costs being passed along to the City's customers.

### Current Economy, Future Economy

The City has increased service expectations as it has adjusted service programs to meet the current demand for services. Department heads have submitted and requested funding that is well beyond current revenue models. However, in an effort to maintain existing services, the City has significantly reduced future spending expectations because of the uncertainty in the national and global economies. All the while, the City is seeing continued growth in its residential, commercial, and industrial sectors of its economy and employment percentages continue to improve in the City. The State of Texas employment percentages continue to improve as well. Although, nationally some areas of the country are still struggling in their recovery from the Great Recession, the State of Texas and the North Texas region are doing well and the signatures of fundamental growth are present. The City expects these trends to continue into the future barring any unforeseen economic calamity.

Growth expectations are based on projected population estimates by the City's planning department. Support for these population projections are corroborated by the continued growth in the overall population of the State of Texas, and the continued population growth in the North Texas region.



The near term financial trends present favorable operating conditions within the City, and Management will continue to monitor the near term trends as projections are based on improving economic conditions within the City. Measurement indices of fiscal policies will be monitored by Management too. Continued assessment of the economy will condition Management's action and responses in adjusting the revenues and expenses of the City's primary activities.

## Strategic Plan Highlights

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### Population

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Estimated 2016:	63,248
Estimated 2025:	76,344

Expected population increases create the need for housing stock, infrastructure, and retail development. In the last decade of 2001 to 2010, the City added some 32,000 residents, 1990's decade the City added 10,000 residents. The population growth in the last two decades has been robust.

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### Capital Improvements

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General Fund Improvements:	\$108,458,623
Water & Sewer Fund Improvements:	\$ 78,036,124
Facility and Land Improvements:	\$ 29,868,115

Most of the General Fund improvements are for the improvement of the City's street infrastructure, land acquisition and facility improvements. General Fund improvements will be funded through the capital markets. The Water and Sewer Fund's significant improvements are attributable to the expansion of the treatment facility. The Water and Sewer Fund improvements will be funded through a combination of the capital markets and cash. Impact Fees are a significant resource used to offset the costs of these future improvements and will be used as they are collected over the next ten years for both activities.

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### Service Improvements & Operating Equipment

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General Fund Personnel:	\$ 2,415,814
General Fund Equipment:	\$12,171,385

Management has placed a priority on funding positions for the Public Safety Department. Most of the equipment is for the replacement and addition to the Public Safety vehicle inventory. The Water and Sewer Fund expects to maintain existing levels of service personnel over the next decade.

### What does the Strategic Plan mean to the Citizens of Mansfield?

The Strategic Plan provides a blueprint of staffing, operating and capital requirements in the FY 2015-2016 budget and anticipated requirements into future years. The plan is adjusted annually as conditions change and priorities change based on current and future growth projections. By identifying future needs, the City Council and City Management are better able to plan and develop strategies to maintain current service levels, structure

debt to provide for infrastructure improvements and maintain financial stability. The plan identifies strengths and challenges in current and future years that enable City Council and Management to better plan for and adjust operations as needed.

### How does the Strategic Plan relate to the FY 2015-2016 budget?

The FY 2015-2016 budget provides funding to maintain the current service levels in all departments and provides for future growth and a strong equity position for the city. In prior and future years, Public Safety has been the focal point of attention in the needs assessment provided by City Council and Management. With the expansion of the city's park and recreation system, additional resources have been allocated to provide additional services for the expanded programming requirements. The ongoing maintenance of city streets and right of ways requires resources to be allocated to this service function as well. The Strategic Plan incorporates local, state and national economic trends and providing estimates for future budget years. The City has reviewed the fee structures in previous years to adequately match fees with cost of operations. These revenues have also been included in the FY 2015-2016 budget and projected into future years.

### How does the Strategic Plan improve overall service performance?

By identifying staffing, capital and operational requirements, additional resource allocation may be adjusted to reflect the increased service demand for each department and program. The slowdown in residential permit activity that began in FY 2006-2007 has challenged each division and department to evaluate operational requirements, staffing levels and capital requirements. The FY 2015-2016 operational budget increased to reflect increased service demands and identify staffing needs primarily in Building Services and Public Works. In short, each division and department is charged with developing new and better operational techniques to maintain the service levels demanded by citizens and staff. The retention of a quality workforce maintains the overall service performance at all levels of the organization. Management and Council have committed to providing the "Best Value" for all citizens.

### The Results of the Plan

The Plan is a financial planning model used by Management and Staff and has become an effective management tool in managing the business concern of the City of Mansfield, Texas. It has become a guide, indicator and reference point for the Rating Agencies and the investment community in assessing the credit strength of the City. The Plan is a forward-looking statement and includes the City's expectations, hopes, intentions and strategies regarding the future. These forward looking statements included herein are necessarily based on various assumptions and estimates inherently subject to various risks and uncertainties, including risks and uncertainties relating to possible invalidity of the underlying assumptions and estimates and possible changes or developments in social, economic, business, industry, market, legal and regulatory circumstances and conditions and actions taken or omitted to be taken by third parties, including customers, suppliers, business partners, competitors and legislative, judicial and any other

governmental authorities or officials. Assumptions related to the foregoing involve judgments with respect to, among other things, future economic, competitive, market conditions and future business decisions all of which are difficult or impossible to predict accurately and many which are beyond the control of the City. Any such assumptions could be inaccurate and there can be no assurance that the forward-looking statements included in this Executive Summary will prove to be accurate or binding.

## General Fund Strategic Plan Summary

General Fund	2015 Projected	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>BEGINNING FUND BALANCE</b>	\$ 11,657,018	\$ 11,657,018	\$ 11,959,891	\$ 11,959,891	\$ 11,967,094
<b>REVENUES:</b>					
Ad Valorem Taxes	\$ 22,365,290	\$ 24,503,364	\$ 25,623,003	\$ 26,940,425	\$ 29,721,990
Sales and Use Taxes	9,567,059	9,709,913	9,768,384	10,061,436	10,674,177
Franchise Taxes	6,321,264	6,561,645	6,624,902	6,956,147	7,523,073
Licenses and Permits	1,796,817	2,202,334	2,202,334	1,601,277	1,731,781
Fines and Forfeitures	2,413,629	2,525,427	2,407,639	2,528,021	2,734,055
Interfund Transfer	810,532	810,532	810,532	810,532	810,532
Other Revenue	2,837,650	1,526,350	1,346,853	1,356,522	1,467,078
<b>TOTAL REVENUE:</b>	46,112,241	47,839,565	48,783,647	50,254,360	54,662,686
Percentage Change	2%	7%	5%	5%	5%
<b>EXPENDITURES:</b>					
General	2,590,138	1,962,714	2,021,595	2,082,243	2,144,711
Business	4,321,230	4,788,790	4,932,454	5,080,427	5,232,840
Police	15,405,643	15,954,444	16,433,077	16,926,070	17,796,438
Fire	10,995,603	11,289,895	11,628,592	11,977,450	13,149,084
Planning	2,951,315	3,622,051	3,730,713	3,842,634	3,957,913
Public	4,285,695	4,689,497	4,830,180	4,975,085	5,124,338
Community	3,622,970	4,197,717	4,323,649	4,453,358	4,586,959
Other	1,636,774	1,334,457	883,387	909,889	937,185
Capital	-	-	-	-	600,000
<b>TOTAL EXPENDITURES:</b>	45,809,368	47,839,565	48,783,647	50,247,157	53,529,468
<b>SOURCES/(USES):</b>	<b>302,873</b>	<b>-</b>	<b>(0)</b>	<b>7,203</b>	<b>1,133,218</b>
<b>PROJECTED FUND BALANCE</b>	11,959,891	11,959,891	11,959,891	11,967,094	13,100,312
Target Fund Balance: 25%	11,657,018	11,657,018	12,195,912	12,561,789	13,382,367
Surplus/(Deficit)	302,873	302,873	(236,021)	(594,695)	(282,056)
<b>PROJECTED DEBT SERVICE:</b>					
Property Taxes	\$ 12,648,719	\$ 12,826,072	\$ 12,413,247	\$ 11,935,326	\$ 11,284,812
Debt Ratio - % of Tax Rate	<b>36%</b>	<b>34%</b>	<b>33%</b>	<b>32%</b>	<b>31%</b>
Debt Ratio - % of Total Budget	<b>23%</b>	<b>21%</b>	<b>21%</b>	<b>20%</b>	<b>20%</b>

## General Fund Strategic Plan Summary

General Fund	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>BEGINNING FUND BALANCE</b>	\$ 13,100,312	\$ 13,321,994	\$ 13,568,327	\$ 13,840,049	\$ 14,137,924
<b>REVENUES:</b>					
Ad Valorem Taxes	\$ 28,533,838	\$ 29,389,853	\$ 30,271,549	\$ 31,179,695	\$ 32,115,086
Sales and Use Taxes	11,867,833	12,223,868	12,590,584	12,968,302	13,357,351
Franchise Taxes	7,975,740	8,215,012	8,461,463	8,715,306	8,976,766
Licenses and Permits	1,693,344	1,744,144	1,796,468	1,850,362	1,905,873
Fines and Forfeitures	3,081,818	3,174,272	3,269,501	3,367,586	3,468,613
Interfund Transfer	810,532	834,848	859,893	885,690	912,261
Other Revenue	1,375,930	1,417,208	1,459,724	1,503,516	1,548,621
<b>TOTAL REVENUE:</b>	<b>55,339,035</b>	<b>56,999,206</b>	<b>58,709,182</b>	<b>60,470,457</b>	<b>62,284,571</b>
Percentage Change	5%	3%	3%	3%	3%
<b>EXPENDITURES:</b>					
General	2,209,052	2,275,323	2,343,583	2,413,891	2,486,307
Business	5,389,825	5,551,520	5,718,066	5,889,608	6,066,296
Police	18,330,331	18,880,241	19,446,648	20,030,047	20,630,949
Fire	13,543,557	13,949,863	14,368,359	14,799,410	15,243,392
Planning	4,076,651	4,198,950	4,324,919	4,454,666	4,588,306
Public	5,278,068	5,436,410	5,599,502	5,767,488	5,940,512
Community	4,724,568	4,866,305	5,012,294	5,162,663	5,317,543
Other	965,301	994,260	1,024,088	1,054,810	1,086,455
Capital	600,000	600,000	600,000	600,000	600,000
<b>TOTAL EXPENDITURES:</b>	<b>55,117,352</b>	<b>56,752,873</b>	<b>58,437,459</b>	<b>60,172,583</b>	<b>61,959,760</b>
<b>SOURCES/(USES):</b>	<b>221,682</b>	<b>246,333</b>	<b>271,723</b>	<b>297,874</b>	<b>324,811</b>
<b>PROJECTED FUND BALANCE</b>	13,321,994	13,568,327	13,840,049	14,137,924	14,462,734
Target Fund Balance: 25%	13,779,338	14,188,218	14,609,365	15,043,146	15,489,940
Surplus/(Deficit)	(457,344)	(619,892)	(769,316)	(905,222)	(1,027,206)
<b>PROJECTED DEBT SERVICE:</b>					
Property Taxes	\$ 10,870,412	\$ 14,588,963	\$ 14,534,845	\$ 14,396,543	\$ 14,396,543
Debt Ratio - % of Tax Rate	<b>29%</b>	<b>28%</b>	<b>27%</b>	<b>26%</b>	<b>26%</b>
Debt Ratio - % of Total Budget	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>19%</b>	<b>19%</b>



## Utility Fund Strategic Plan Summary

Water & Sewer	2015 Projected	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>REVENUE DESCRIPTION:</b>					
Water Sales	\$ 15,134,602	\$ 14,875,315	\$ 16,527,384	\$ 17,145,471	\$ 17,638,283
Sewer Sales	9,861,287	10,739,588	11,204,523	11,779,128	12,327,464
Wholesale	1,642,500	2,189,736	4,401,406	4,531,538	4,610,959
Other Fees	1,242,916	1,011,914	1,386,595	1,446,230	1,498,287
Impact Fees	900,000	900,000	900,000	900,000	900,000
Interest Income	14,500	971	15,500	16,500	16,500
<b>TOTAL REVENUE:</b>	<b>28,795,805</b>	<b>29,717,524</b>	<b>34,435,408</b>	<b>35,818,867</b>	<b>36,991,493</b>
<b>EXPENSE DESCRIPTION:</b>					
Administration:	733,065	907,492	777,763	799,773	822,416
Billing and Collection:	876,375	981,412	941,319	967,186	993,782
Meter Reading and Repair:	841,184	896,530	907,953	934,069	960,946
Water & Distribution:	824,766	896,376	892,716	918,013	944,039
Waste Water Collection:	6,432,892	6,545,041	7,124,289	7,646,716	8,135,534
Water Quality Control:	7,813,875	8,214,170	9,557,204	9,978,359	10,522,138
Other	400,535	855,936	437,736	450,022	462,658
<b>TOTAL OPERATING EXP:</b>	<b>17,922,692</b>	<b>19,296,958</b>	<b>20,638,980</b>	<b>21,694,138</b>	<b>22,841,513</b>
<b>OPERATING REVENUE:</b>	<b>10,873,113</b>	<b>10,420,566</b>	<b>13,796,428</b>	<b>14,124,729</b>	<b>14,149,980</b>
	38%	35%	40%	39%	38%
<b>OTHER EXPENSES:</b>					
Transfers	810,532	1,008,532	810,532	810,532	810,532
Debt Service	6,324,720	5,861,826	5,898,826	5,715,695	5,427,127
<b>TOTAL OTHER OPERATING:</b>	<b>7,135,252</b>	<b>6,870,358</b>	<b>6,709,358</b>	<b>6,526,227</b>	<b>6,237,659</b>
<b>NET OPERATING ACTIVITY:</b>	<b>\$ 3,737,861</b>	<b>\$ 3,550,208</b>	<b>\$ 7,087,070</b>	<b>\$ 7,598,502</b>	<b>\$ 7,912,321</b>
<b>COVERAGE FACTOR:</b>					
Annual Debt Service	1.59	1.85	2.20	2.33	2.46
Maximum Annual Require	1.59	1.86	2.27	2.45	2.91
Average Annual Require	2.34	2.64	3.22	3.42	3.57

## Utility Fund Strategic Plan Summary

Water & Sewer	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>REVENUE DESCRIPTION:</b>					
Water Sales	\$ 18,280,952	\$ 18,486,935	\$ 18,695,238	\$ 18,905,889	\$ 19,118,913
Sewer Sales	12,998,420	13,144,881	13,292,992	13,442,773	13,594,240
Wholesale	4,684,538	4,731,383	4,778,697	4,826,484	4,874,749
Other Fees	1,563,969	1,581,591	1,599,412	1,617,433	1,635,658
Impact Fees	900,000	900,000	900,000	900,000	900,000
Interest Income	16,500	16,500	16,500	16,500	16,500
<b>TOTAL REVENUE:</b>	<b>38,444,379</b>	<b>38,861,290</b>	<b>39,282,839</b>	<b>39,709,078</b>	<b>40,140,060</b>
<b>EXPENSE DESCRIPTION:</b>					
Administration:	845,713	871,084	897,217	924,133	951,857
Billing and Collection:	1,021,128	1,046,656	1,072,823	1,099,643	1,127,134
Meter Reading and Repair:	988,606	1,013,321	1,038,654	1,064,621	1,091,236
Water & Distribution:	970,815	995,085	1,019,963	1,045,462	1,071,598
Waste Water Collection:	8,786,675	9,050,275	9,321,784	9,601,437	9,889,480
Water Quality Control:	11,066,789	11,398,793	11,740,756	12,092,979	12,455,769
Other	475,657	487,548	499,737	512,231	525,036
<b>TOTAL OPERATING EXP:</b>	<b>24,155,383</b>	<b>24,862,762</b>	<b>25,590,934</b>	<b>26,340,506</b>	<b>27,112,110</b>
<b>OPERATING REVENUE:</b>	<b>14,288,996</b>	<b>13,998,528</b>	<b>13,691,905</b>	<b>13,368,572</b>	<b>13,027,950</b>
	37%	36%	35%	34%	32%
<b>OTHER EXPENSES:</b>					
Transfers	810,532	810,532	810,532	810,532	810,532
Debt Service	4,577,388	4,571,652	4,572,623	4,043,623	3,808,861
<b>TOTAL OTHER OPERATING:</b>	<b>5,387,920</b>	<b>5,382,184</b>	<b>5,383,155</b>	<b>4,854,155</b>	<b>4,619,393</b>
<b>NET OPERATING ACTIVITY:</b>	<b>\$ 8,901,076</b>	<b>\$ 8,616,344</b>	<b>\$ 8,308,750</b>	<b>\$ 8,514,417</b>	<b>\$ 8,408,557</b>
<b>COVERAGE FACTOR:</b>					
Annual Debt Service	2.94	2.88	2.82	3.11	3.21
Maximum Annual Require	2.95	2.88	3.19	3.30	3.21
Average Annual Require	3.76	3.78	3.83	3.90	3.94

For illustration purposes the plan has been prepared to allow for modest rate adjustments over the next five years and allowed for no rates adjustments in the last five years of the plan to show the impact of holding rates constant. This model suggests fiscal stress will be encountered during this period unless revenue or expenses are adjusted. The Average Annual Requirement is the leading indicator of potential fiscal stress. Although decreasing, other coverage factors remain fairly constant and suggest a good bill of fiscal health of the Water and Sewer Fund. Rates during this period may or may not be adjusted depending upon the factors affecting the economic variables assumed in this model.

**City of Mansfield  
Strategic Plan  
FY 2015-2024**

**ASSUMPTIONS**

**PROJECTS, EXPENSES, REVENUES**

## GENERAL FUND ASSUMPTIONS

### Revenues

Table 1

Table 1 estimates the amount of residential construction and corresponding increase in the population based on an assumed multiplier.

Year	Estimated Population	Estimated Units	Estimated Multiplier	Estimated Added Population	Estimated Population
Current	62,246	228	3.08	702	62,948
2016	63,248	350	3.08	1,078	64,326
2017	64,326	375	3.08	1,155	65,481
2018	65,481	425	3.08	1,309	66,790
2019	66,790	475	3.08	1,463	68,253
2020	68,253	526	3.08	1,620	69,873
2021	69,873	525	3.08	1,617	71,490
2022	71,490	525	3.08	1,617	73,107
2023	73,107	525	3.08	1,617	74,724
2024	74,724	525	3.08	1,617	76,341

### Ad Valorem Tax Assumptions

Table 2

Table 2 estimates the estimated value of new construction of a single family residential dwelling and the corresponding property value. The tax rate assumption for Ad Valorem Taxes \$.71 cents.

Tax Year	Estimated Residential Units	New Commercial	New Residential	Total New Construction	Ad Valorem Tax
Current	275	\$ 38,438,945	\$ 71,080,696	\$ 109,519,641	\$ 777,589
2016	350	48,859,504	90,466,250	139,325,754	989,213
2017	375	25,000,000	96,928,125	121,928,125	865,690
2018	425	25,000,000	109,851,875	134,851,875	957,448
2019	475	25,000,000	122,775,625	147,775,625	1,049,207
2020	526	25,000,000	135,957,850	160,957,850	1,142,801
2021	525	25,000,000	135,699,375	160,699,375	1,140,966
2022	525	25,000,000	135,699,375	160,699,375	1,140,966
2023	525	25,000,000	135,699,375	160,699,375	1,140,966
2024	525	25,000,000	135,699,375	160,699,375	1,140,966

Table 3

Table 3 estimates the estimated value of the existing tax base and new construction value. The tax rate assumption for Ad Valorem Taxes \$.71 cents per \$100.

Tax Year	Beginning Value	New Construction Value	Existing Value Increase	Estimated Total Valuation	Projected Ad Valorem Tax
Current	4,690,565,049	\$ 109,519,641	\$ 46,905,650	\$ 4,846,990,340	\$ 34,413,631
2016	4,846,990,340	121,928,125	48,469,903	5,017,388,369	35,623,457
2017	5,017,388,369	134,851,875	150,521,651	5,302,761,895	37,649,609
2018	5,302,761,895	147,775,625	159,082,857	5,450,537,520	38,698,816
2019	5,450,537,520	160,957,850	163,516,126	5,611,495,370	39,841,617
2020	5,611,495,370	160,699,375	168,344,861	5,772,194,745	40,982,583
2021	5,772,194,745	160,699,375	173,165,842	5,932,894,120	42,123,548
2022	5,932,894,120	160,699,375	177,986,824	6,093,593,495	43,264,514
2023	6,093,593,495	160,699,375	182,807,805	6,254,292,870	44,405,479
2024	6,254,292,870	160,699,375	187,628,786	6,414,992,245	45,546,445

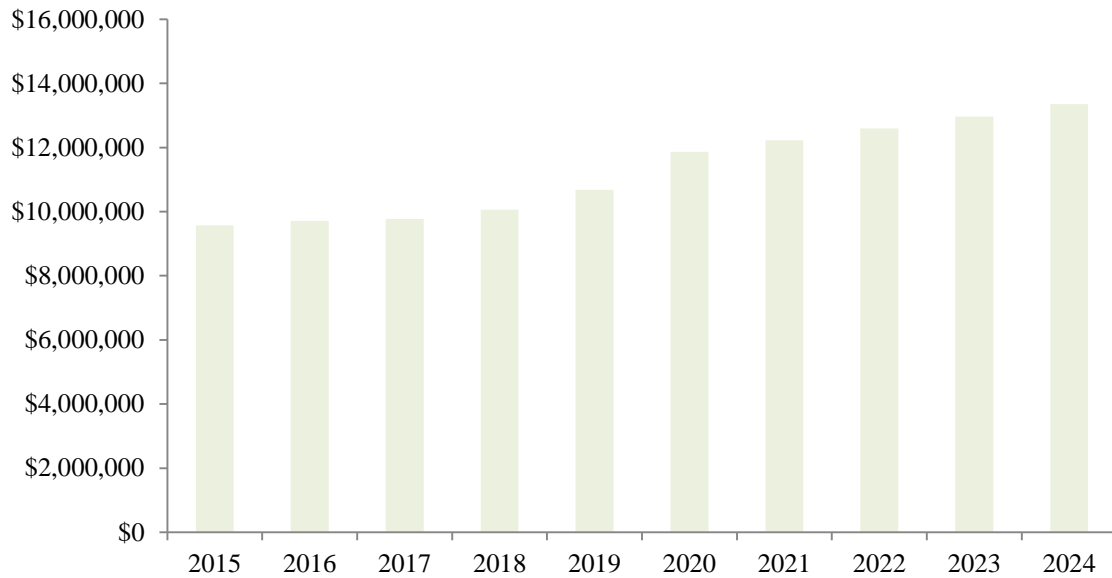
## Sales Tax Assumptions

Table 4

Table 4 estimates the sales tax, mixed drink tax and utility sales tax. Beginning in FY 2015-2016, Sales Tax is expected to increase approximately 2% annually.

Fiscal Year	Estimated Units	Sales Tax	Mixed Drink Tax	Utility Sales Tax	Annual Total
Current	275	\$ 8,983,104	\$ 118,000	\$ 18,000	\$ 9,119,104
2016	350	9,554,913	135,000	20,000	9,709,913
2017	375	9,613,384	135,000	20,000	9,768,384
2018	425	9,906,436	135,000	20,000	10,061,436
2019	475	10,519,177	135,000	20,000	10,674,177
2020	526	11,712,833	135,000	20,000	11,867,833
2021	525	12,068,868	135,000	20,000	12,223,868
2022	525	12,435,584	135,000	20,000	12,590,584
2023	525	12,813,302	135,000	20,000	12,968,302
2024	525	13,202,351	135,000	20,000	13,357,351

## Sales Tax Assumptions



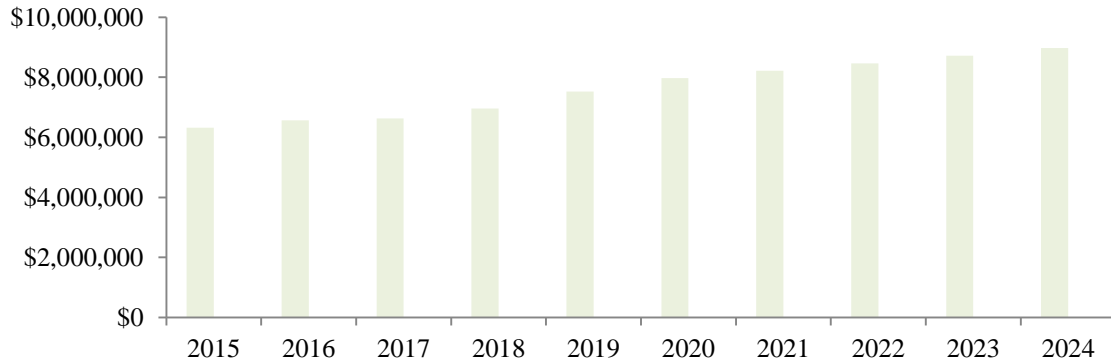
## Franchise Fee Assumptions

Table 5

Table 5 estimates the franchise tax collected on electricity, gas, phone and cable services.

Fiscal Year	Franchise Tax	Estimated Increase	Total Increase	Estimated Total
Current	\$ 6,321,264			\$ 6,321,264
2016	6,561,645	240,381	4%	6,561,645
2017	6,624,902	63,257	1%	6,249,201
2018	6,956,147	331,245	5%	6,561,661
2019	7,523,073	566,926	8%	6,889,744
2020	7,975,740	452,667	6%	7,234,231
2021	8,215,012	239,272	3%	7,595,943
2022	8,461,463	246,451	3%	7,975,740
2023	8,715,306	253,843	3%	8,374,527
2024	8,976,766	261,460	3%	8,793,253

### Franchise Fee Assumptions

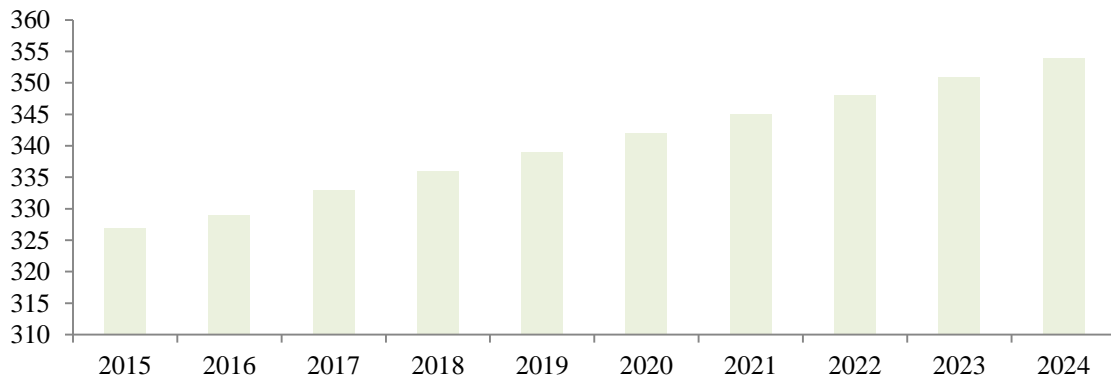


### Operating Expense Assumptions

The Operating Expense assumptions include an annual increase in personnel costs and operating costs of approximately 3%. New positions will be evaluated based on building permit activity and related population growth. The Capital Improvement Program has been structured to add infrastructure improvements annually with minimal impact on operating cost and debt ratios. The Strategic Plan is structured to provide:

- Operating expense growth based on population growth and development requirements.
- Increased staffing primarily in Public Safety.
- Annual increases in operating costs including utilities, fuel and supplies.
- The addition of new positions based on population growth related to residential building permit activity.

### General Fund FTE



## Summary of Street Construction Projects

Note: costs include the expected collection of impact fees and may vary from amounts borrowed depending upon the anticipated collection of impact fees.

### FY 2015 - \$18,104,623

- Debbie-US 287 Intersection Construction
- Newt Patterson Overlay (North to City Limit)
- South Pointe Design and Construction
- Holland Road Phase 1

### FY 2016 - \$11,645,500

- Cedar St. (Palm to Magnolia)/Laurel Ct.
- Magnolia St. (Broad to Shady Valley)
- Short St.
- Main to FM 157/Connector/Russell-Design & ROW
- Walnut Creek/Pleasant Ridge Right Turn Lane
- S.H. 360 Bridge Participation
- Traffic Signal Implementation (City Wide)
- Misc. Overlays
- Mouser Way Construction
- F.M. 917 Landscaping
- E. Broad landscaping
- Street Lights (F.M 917/Heritage)

### FY 2017 - \$18,408,500

- Main to FM 157/Russell Construction
- Holland Construction (Waterford Glen to Britton Rd) Design & ROW
- Day Mair (E. Broad St. to Seeton) Design & ROW
- Stell (Walnut Creek to Price Rd)
- Misc. Residential/Intersection Construction
- S.H. 360 Bridge Participation
- Turner Warnell Construction
- S. Main (Broad to Hunt)
- North Street
- Price Road

### FY 2017 – MEDC-\$6,000,000

- Regency Drive completion to Heritage Pkwy
- Broad St. (287 to Cannon)/Carlin

### FY 2018 - \$13,300,000

- Holland Construction



- Day Mair Construction
- Design Debbie Lane-Improvements design
- Misc. Residential Intersection Reconstruction

FY 2019 - \$17,000,000

- Holland Construction Phase 2
- Day Mair Construction Phase 2
- Debbie Lane Ult. Construction at 287
- Misc. Residential Intersection Reconstruction

FY 2020 - \$4,000,000

- Misc. Residential Street Reconstruction
- South Main resurfacing (Hunt to Heritage)

FY 2021 - \$5,000,000

- Misc. Residential Street Reconstruction

FY 2022 - \$5,000,000

- Misc. Residential Street Reconstruction

FY 2023 - \$5,000,000

- Misc. Residential Street Reconstruction

FY 2024 - \$5,000,000

## Summary of Land Acquisitions and Facility Construction Projects

FY 2015 – \$5,668,115

- Tactical Training Facility Expansion-\$2,400,580
- Emergency Dispatch Center Expansion-\$1,200,181
- Animal Control Facility Expansion-\$1,150,493
- Fire Station #2-\$916,861

FY 2016 - \$18,000,000

- Field House Recreational Facility
- Pond Branch Improvements

FY 2017 - \$0

FY 2018 - \$0

FY 2019 - \$6,100,000

- Public Safety Building Expansion-\$6,100,000

FY 2020 - \$0

FY 2021 - \$100,000

- LEC-Mechanical Upgrades-\$100,000

FY 2022-\$0

FY 2023- \$0

FY 2024-\$0

### Water and Sewer Fund Assumptions

### Summary of Utility Construction Projects

Note: costs include the expected collection of impact fees and may vary from amounts borrowed depending upon the anticipated collection of impact fees.

FY 2014 - \$13,670,000

- 16" water line crossing SH 360
- 16" water line Main St. and FM917
- 12" water line Main St.
- 12" water line Debbie Lane
- 12" water line National Pkwy
- Misc utilities for roadway bond projects
- Walnut Creek sewer interceptor condition assessment
- Maintenance Service Facility

FY 2015 - \$13,976,319

- SW 2 MG EST & 24" water line design and right of way
- 30" water line Lone Star, 16" Mitchell
- Misc. water- Easy, Cotton, Billingslea, Sayers, Plainview & Circleview
- Parkridge South sewer
- 12" sewer line FM157
- Clearwell #3 @ Bud Ervin Water Plant

FY 2016 - \$18,487,589

- SW 2 MG EST & 24" water line-construction
- 12" water line US 287 south of Broad St.
- 20", 16" & 12" water lines Main St & US 287-(50% of project)
- Final Expansion of Bud Ervin Water Treatment Plant (60MGD)
- Misc utilities for roadway bond projects

FY 2017 - \$4,402,216

- 20", 16" & 12" water lines Main St & US 287-(50% of project)
- 16" water line Main St.
- SH 360 lift station replacement
- Misc. utilities for roadway bond projects
- Knob Hill distribution system replacement

FY 2018 - \$5,550,000

- 30" water line Matlock south of Broad St.
- Walnut Creek sewer interceptor
- Misc. utilities for roadway bond projects

FY 2019 - \$1,700,000

- 12" water line North Main St.
- Misc. utilities for roadway bond projects

FY 2020 - \$4,100,000

- Walnut Creek sewer interceptor
- Misc. utilities for roadway bond projects

FY 2021 - \$1,800,000

- 24" water line Newt Patterson
- Misc. utilities for roadway bond projects

FY 2022 - \$7,750,000

- Lone Star 2.5MG EST
- Misc. utilities for roadway bond projects

FY 2023 - \$6,600,000

- Phase 1 Future Water Treatment Plant Design
- Misc. utilities for roadway bond projects

## MAJOR REVENUES

### General Fund

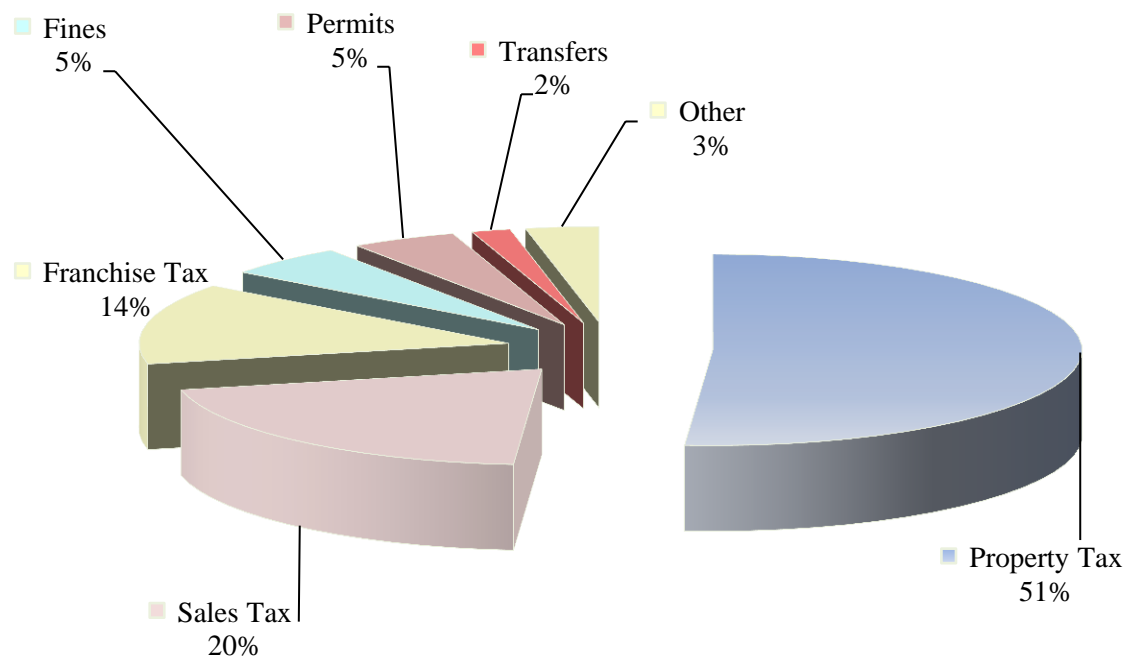
City Revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. The City of Mansfield also uses a variety of factors in determining the availability of revenue to fund operations throughout the city including but not limited to *qualitative and quantitative revenue forecasting, trend analysis, multiple regression, time series analysis, multi-year historical data, national, state and local economic trends, undeveloped land, actual and proposed development, quantitative and qualitative factors including plats, building permits and the long term financial plan.*

The City of Mansfield has historically used conservative estimates to forecast revenues in all funds. In FY 2015-2016, the city has aggressively estimated revenues based on residential and commercial, aggressive economic development efforts and increased commercial and residential developments within the City. Continued development in the medical corridor and the southeast portion of the city is expected in FY 2015-2016. Residential and commercial property valuations have followed recent local, state and national trends. Property Values increased approximately 3.15% of which new construction was approximately \$109,519,641 Mineral valuations dropped from FY 2014-2015 levels. Recent and projected new retail centers are expected to generate additional sales tax revenue.

Description	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Budget 2014-2015	Budget 2015-2016	Percent
Property Tax	\$ 19,675,910	\$19,773,381	\$ 21,216,486	\$23,215,977	\$24,503,364	5.55%
Sales Tax	7,901,124	8,237,822	9,221,933	9,119,104	9,709,913	6.48%
Franchise Fees	5,787,799	6,090,152	6,305,535	6,185,716	6,561,645	6.08%
Permits	1,115,936	1,335,904	1,372,241	1,383,243	2,202,335	59.22%
Fines & Fees	2,200,739	2,576,698	2,374,178	2,248,029	2,525,427	12.34%
Transfers	662,552	810,532	810,532	810,532	810,532	0.00%
Other	1,352,780	1,626,681	5,448,488	1,209,280	1,526,350	26.22%
Total	\$ 38,696,840	\$40,451,170	\$ 46,749,393	\$44,171,881	\$47,839,565	8.30%
Percentage		4.53%	15.57%	-5.51%	8.30%	

A total of \$47,839,565 is projected in the General Fund for FY 2015-2016. This represents an 8.3% increase over the FY 2014-2015 budget or \$3,667,684 in increased revenue. The assumptions used by the City to formulate the projected 2015-2016 budget are explained and illustrated below. The Property tax rate is \$.71 in FY 2015-2016 and represents no increase in the property tax rate.

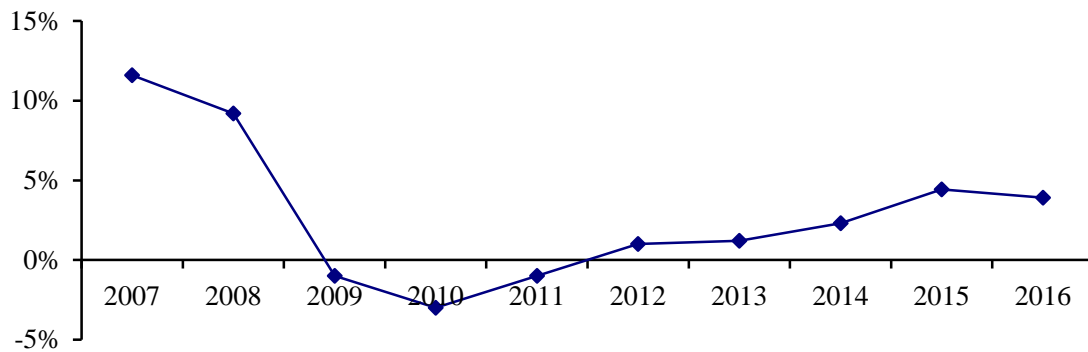
## General Fund Revenue Composition Budget 2015-2016



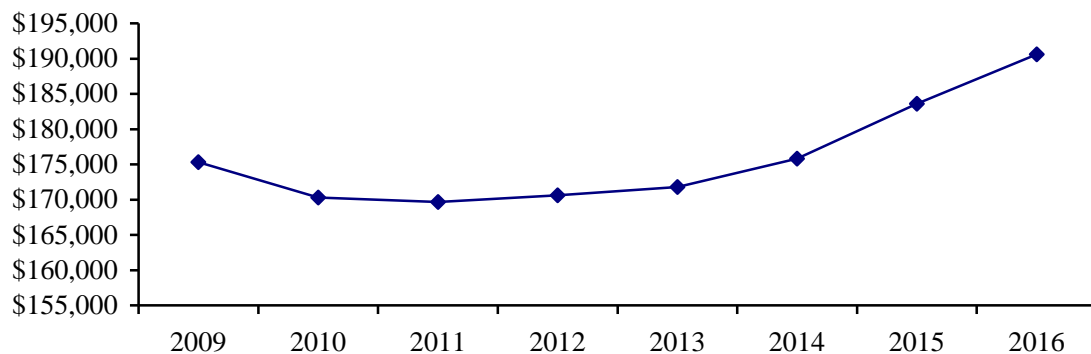
## Property Tax Revenue

Property Tax accounts for approximately 51% of all revenue in the General Fund. Property Tax revenue is budgeted at \$24,503,364 in FY 2015-2016 an increase of 5.5% or \$1,287,387. The increase in property tax is from an increase in new property valuations and new growth. New construction activity in FY 2015-2016 is anticipated to increase as economic conditions improve and commercial and retail developments increase. Property tax estimates are based on the valuation of real and personal property within the City of Mansfield, Texas. In FY 2015-2016 the average residential home increased in value approximately 3.9%. New construction in FY 2015-2016 was approximately \$109,519,641. The production of natural gas and value of mineral interests within the City of Mansfield decreased over prior years due to the reduced price of natural gas.

New Property Value

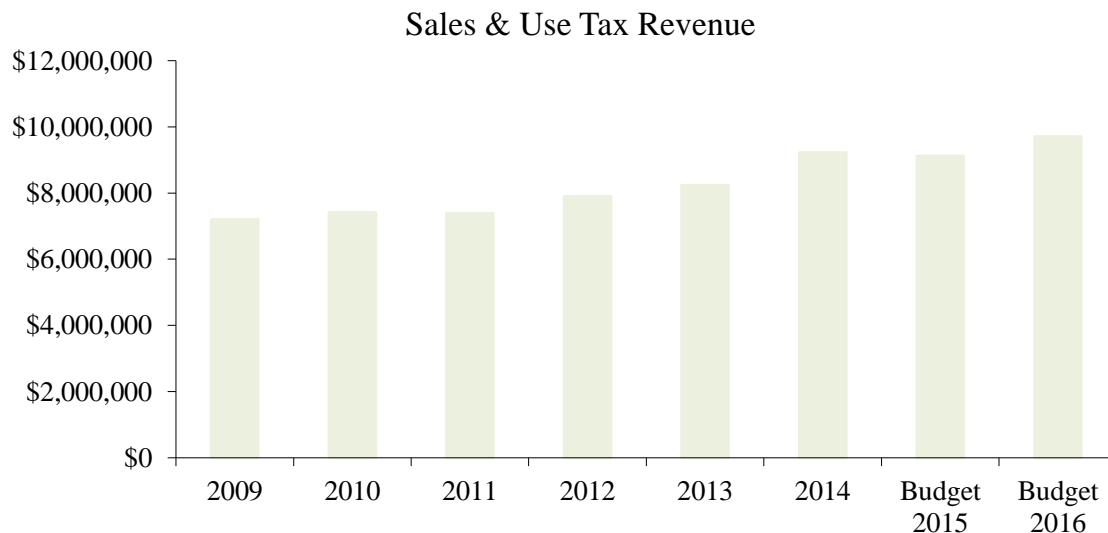


Average Home Value Value



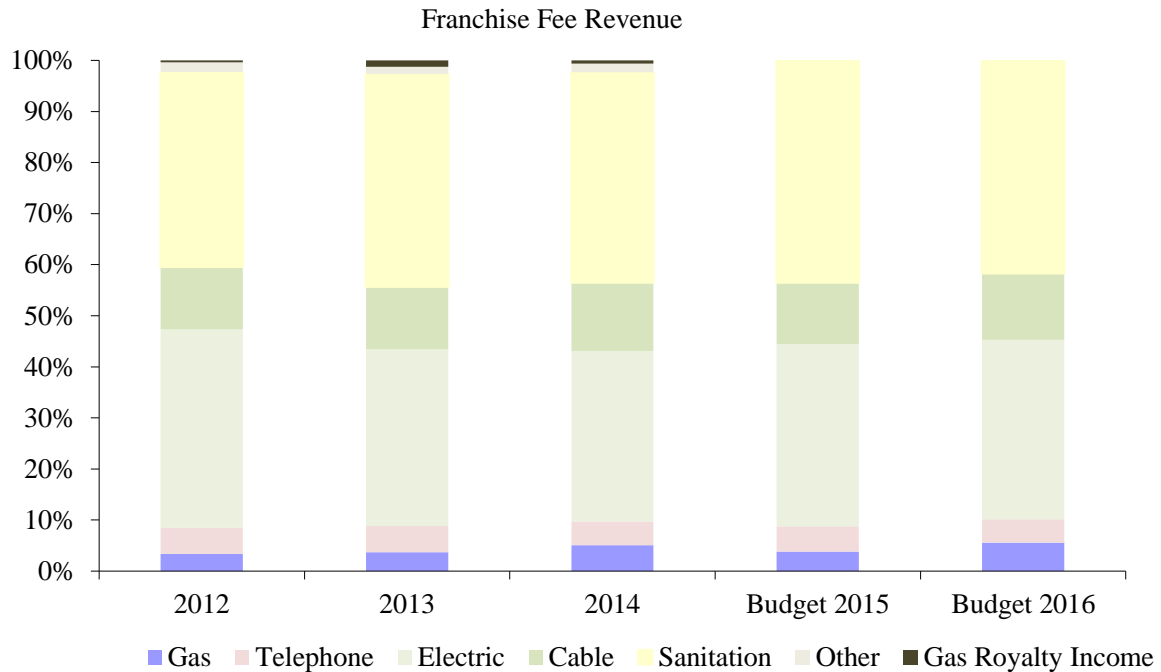
## Sales Tax Revenue

Sales Tax accounts for approximately 20% of all revenue in the General Fund. Sales tax revenue also supports the Mansfield Park Facilities Development Corporation and Mansfield Economic Development Corporation. Sales Tax is budgeted at \$9,709,913 in FY 2015-2016 or a 6.4% increase over FY 2014-2015. In 2015-2016, the City anticipates continued growth in retail spending activity from new retail development and the improving economy. Retail and entertainment venues including the Hawaiian Falls Water Park, Big League Dreams Sports Park, and the medical corridor will continue to attract retail and commercial development in the short and long term. Through the Mansfield Economic Development program, the City is constantly searching for new retail, commercial and industrial developments to grow its retail base. The City continues to attract high quality development and expects increased retail activity to continue into 2016.



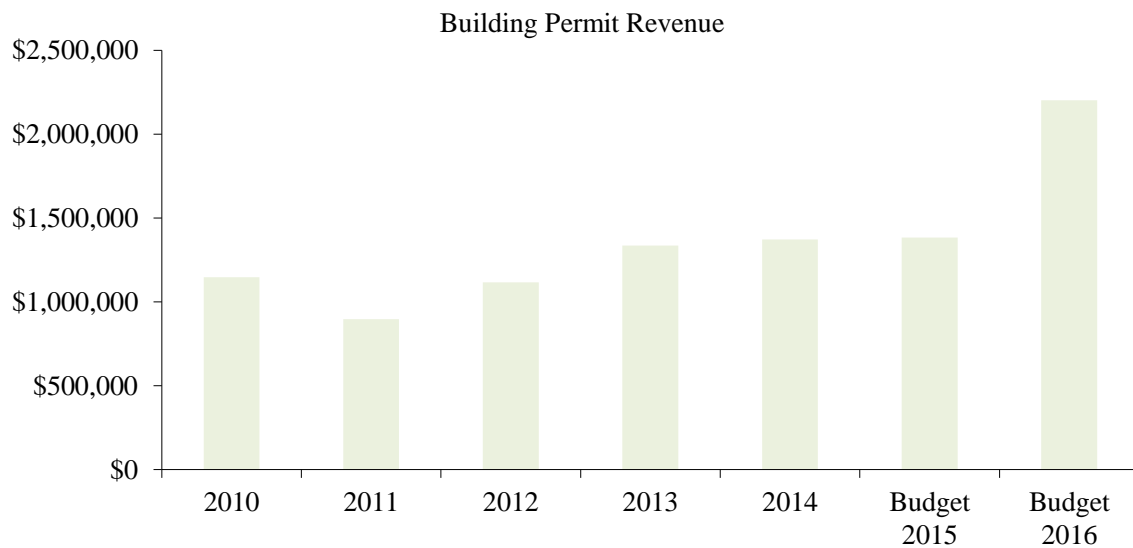
## Franchise Tax Revenue

Franchise Tax accounts for approximately 14% of all revenue in the General Fund. Franchise tax revenue includes revenue from electric, gas, telephone, cable and sanitation franchise agreements. In FY 2015-2016, Franchise Tax revenue is projected to increase 6% from revenues derived from the city's sanitation service, gas, cable and electric franchise fees. The electric and gas franchise taxes are tied to actual usage and weather conditions. Annually, Franchise Fees have increased an average of 6-7%. The actual number of users and the weather patterns throughout the year determines the Electric and Gas Franchise fee revenue. The revenue may increase or decrease depending on the volume usage of kilowatt-hours per household, hot or dry conditions during the year and the number of new residential and commercial users.



### Licenses and Permits

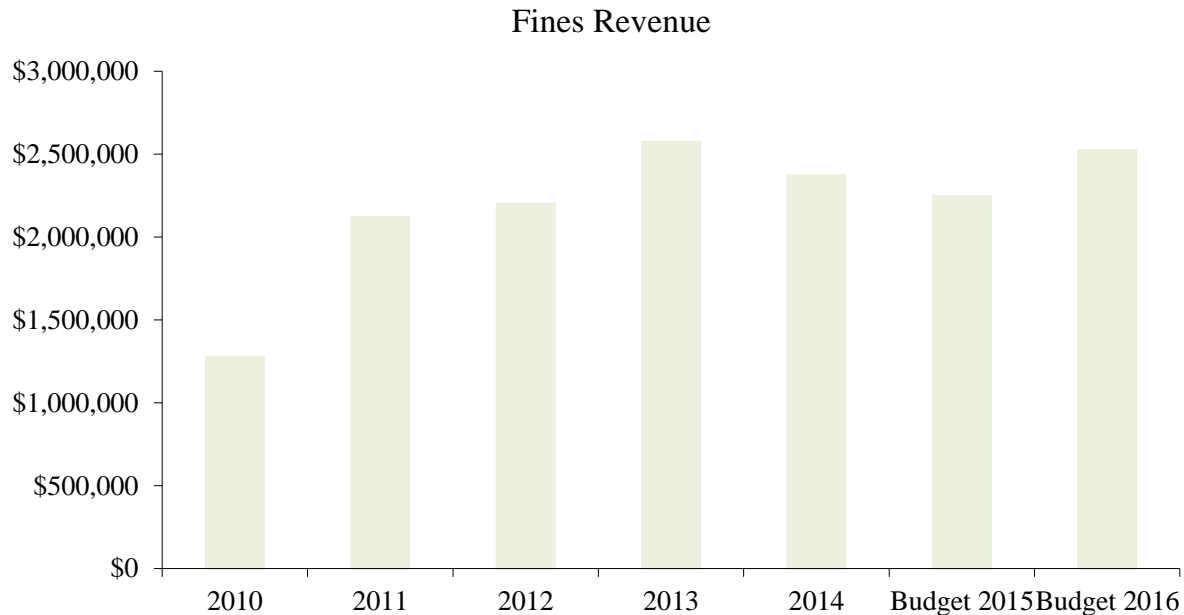
The License and Permit revenues are derived primarily from residential and commercial building activity. Historically, 5% of the General Fund budget has been derived from permit activity. In Fiscal Year 2015-2016, budgeted permit activity accounts for approximately 5% of the General Fund budget. In FY 2015-2016, the city anticipates this revenue to increase from new residential and commercial developments that will begin some phase of design and construction.





## Fines & Forfeitures

The Fines and Forfeiture revenue make up approximately 5% of General Fund budgeted revenue in FY 2015-2016. Two primary sources, Gas Well Inspection Fees and Court Fines, account for 81.9% of the total revenue generated in this activity. Other revenues include animal shelter fines, library fines, alarm permit fees and miscellaneous fines. Gas Well Inspection Fees are budgeted at \$460,000 and court fines and fees are budgeted at \$1,608,626.

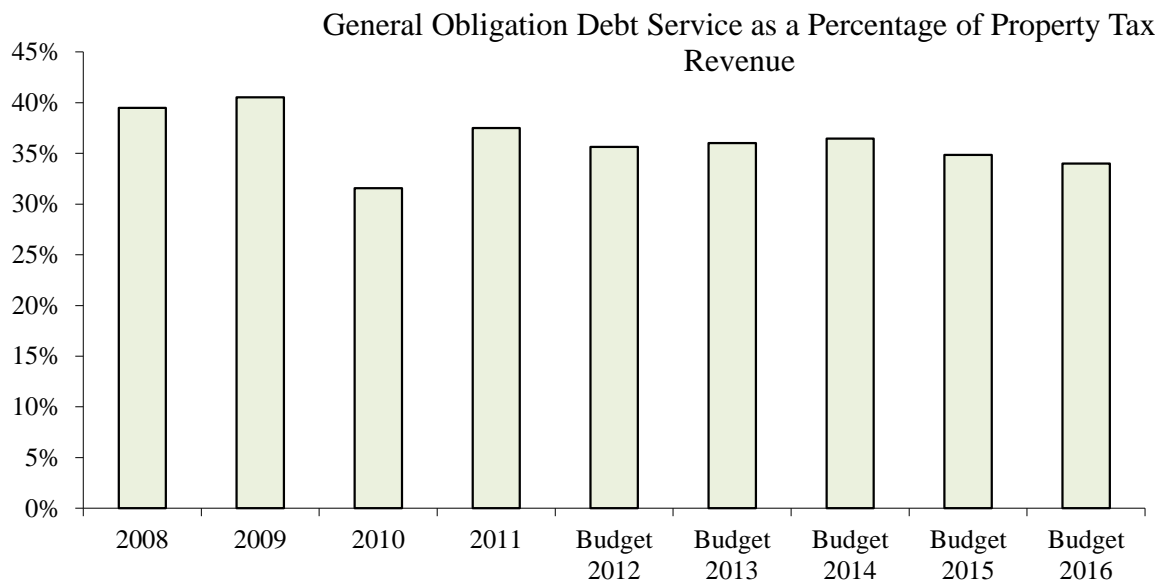


## DEBT SERVICE FUND REVENUE ASSUMPTIONS

FY 2015-2016 revenues in the Debt Service Fund are based on the amount of outstanding General Fund Operating Debt requirements. The Budgeted amount for FY 2015-2016 in the Debt Service Fund is \$12,826,072. The budgeted amount is \$890,239 more than FY 2014-2015.

### Property Tax Revenue

Property Tax accounts for 100% of all funding in the General Obligation Debt Service Fund. Illustrated below is a summary of the Debt Service Fund historical, current and future projections.

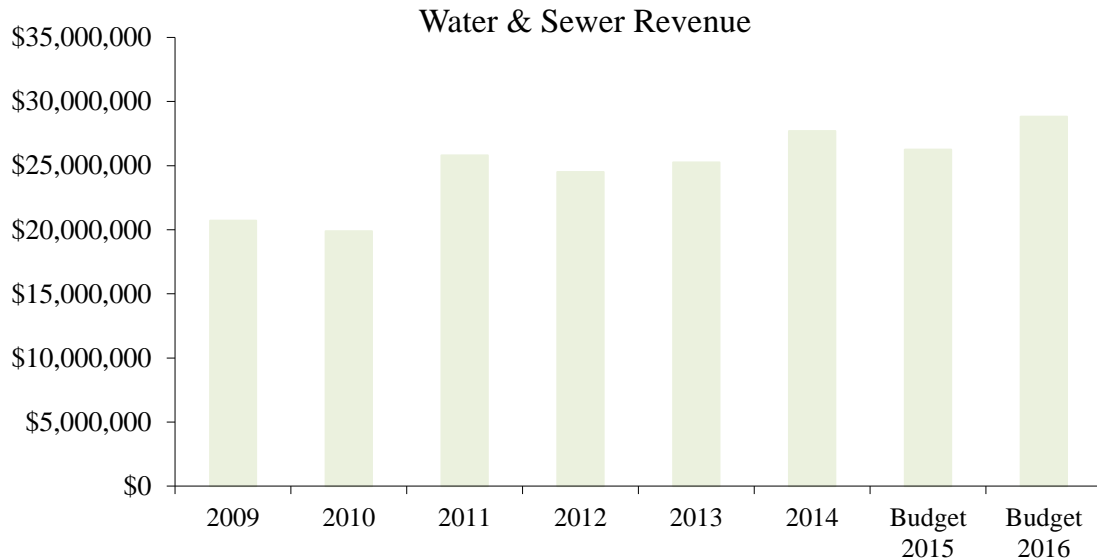


### **ENTERPRISE FUND REVENUE ASSUMPTIONS**

FY 2015-2016 revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. The Enterprise Fund Revenue includes the Water & Sewer Fund, Law Enforcement Center Fund and the Drainage Utility Fund. Each fund has revenue that is unique to each fund and is described in the following illustrations.

#### **Water & Sewer Fund**

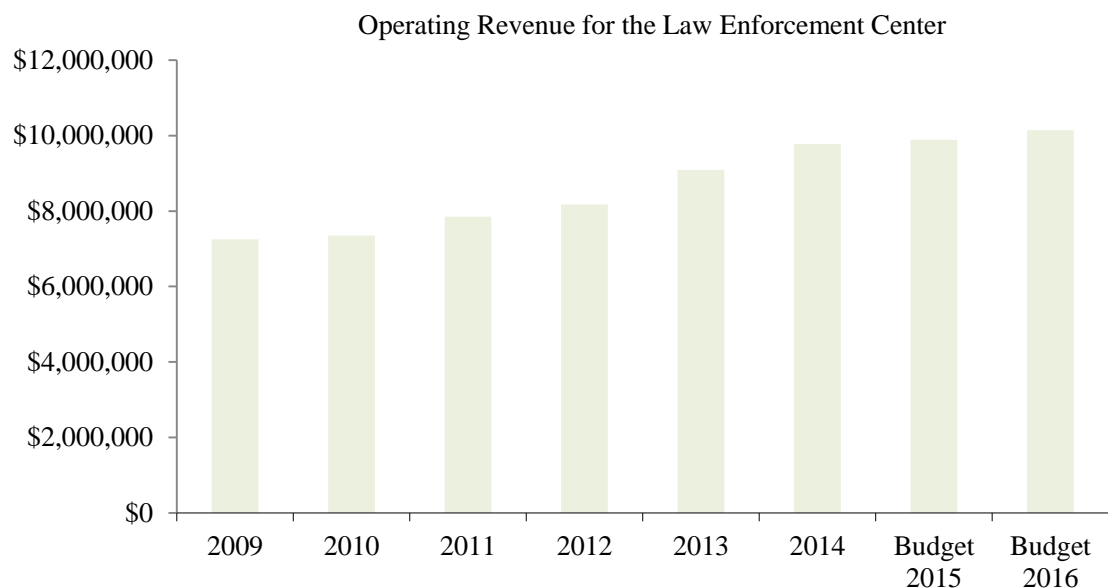
The budgeted revenue in the Water & Sewer fund is \$28,817,525 in FY 2015-2016 or an increase of 9.8% over FY 2014-2015 due to rate increases and demand for water and sewer treatment. The primary revenue source in this fund is Water Sales that makes up 59.2% of all budgeted revenue and Sewer Service that make up 37.2% of all revenue.



### **Law Enforcement Center Fund**

The budgeted revenue in the Law Enforcement Center Fund is \$10,139,039 or a 2.5% increase over FY 2013-2014. The increase in revenue for FY 2014-2015 is due to a 4% contract increase from the City of Ft. Worth contract and the projected increase in other contract housing of prisoners. The City of Ft. Worth contract is budgeted at \$6,643,487 to house prisoners.

The primary revenue source in this fund is the rental of jail beds to the City of Ft. Worth and the United States Government that make up 90.6% of budgeted revenue. The Law Enforcement Center rents beds to the United States Government at a rate of \$46.60 per day. Other revenue includes telephone commissions, prisoner transportation charges, housing for the City of Kennedale, City of Burleson, a transfer from the General Fund and salary reimbursements.



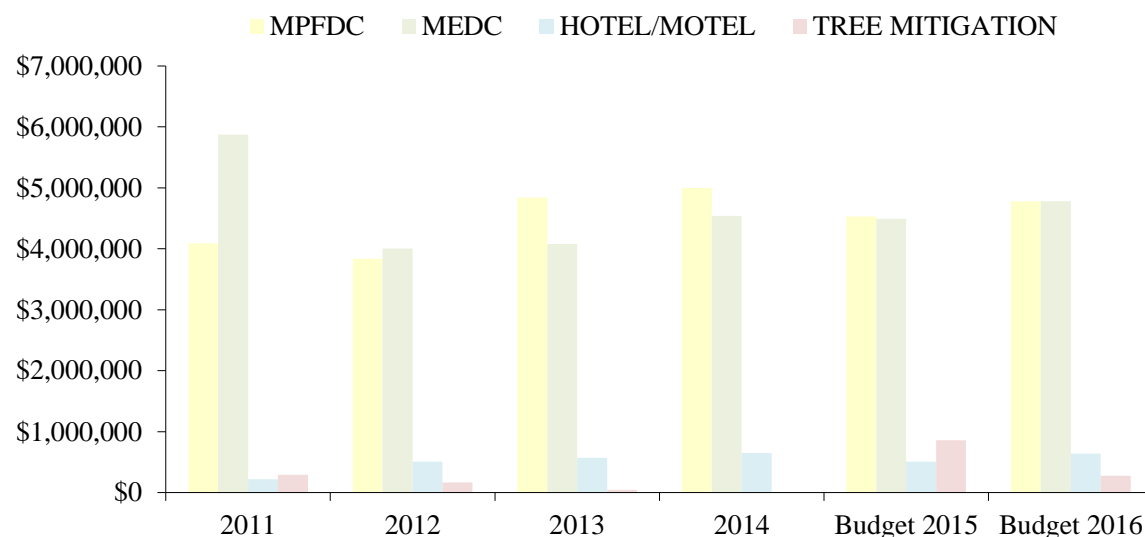
## Environmental Services Fund

The budgeted revenue in the Environmental Services Fund in FY 2015-2016 is \$1,308,471 or a 1% increase over FY 2014-2015. \$527,970 is dedicated for principal and interest payments. The increased revenue is based on historical revenue patterns over the last three years.

## SPECIAL REVENUE FUND ASSUMPTIONS

FY 2015-2016 revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the city. The Special Revenue Funds includes the Hotel/Motel Tax Fund, Mansfield Park Facilities Development Corporation Fund, Tree Mitigation Fund and The Mansfield Economic Development Fund. Each fund has revenue that is unique to each fund and is described in the following illustrations.

### Special Revenue Funds



## Hotel/Motel Tax Fund

The budgeted revenue for FY 2015-2016 in the Hotel/Motel Tax Fund is \$641,425, an increase of 26% over FY 2014-2015. Revenue from this fund is derived from a hotel/motel tax on hotel and motel occupied rooms within the City of Mansfield. The recent developments in Arlington including the new Dallas Cowboy's stadium and local venues including Big League Dreams Sports Park and Hawaiian Falls Water Park has contributed to the demand for hotel space. In FY 2012-2013, the city expanded the tourism program to develop a city wide marketing strategy to attract special events, conferences and sporting events that promote the use of hotels within the City of Mansfield.

## Mansfield Park Facilities Development Corporation

The budgeted revenue for FY 2015-2016 in the Mansfield Park Facilities Development Corporation (MPFDC) budget is \$4,777,895 for operations and an additional \$1,242,104 in sales tax revenue to pay for debt service. In 1992, the citizens voted a ½ cent sales tax to provide parks, cultural facilities and equipment to enhance and expand the City of Mansfield's park system. The primary sources of revenues

from this fund are derived from sales tax, grants, impact fees and rental fees. Sales Tax accounts for 79.9% of budgeted revenue. The primary revenue source in this activity will continue to increase as new retail and commercial developments continue throughout the city. The Big League Dreams project, Hawaiian Falls Water Park and the Mansfield National Golf Club will generate additional sales tax revenue with no operating impact to this fund.

### **Mansfield Economic Development Corporation**

The budgeted revenue for FY 2015-2016 in the Mansfield Economic Development Corporation (MEDC) budget is \$9,962,743. Included in the Fund is \$5,183,286 in anticipated contractually obligated projects. In 1992, the citizens voted a ½ cent sales tax to provide economic development funds to provide a funding mechanism to encourage retail, commercial and industrial development within the City of Mansfield to reduce the residential tax burden. The primary source of revenue from this fund is derived from sales tax that makes up 99% of budgeted revenue in this fund.

### **Tree Mitigation Fund**

The budgeted revenue for FY 2015-2016 is \$122,479 from prior year proceeds and estimated revenues. The Tree Mitigation Fund derives revenues from fees charged to developers for tree and irrigation improvements and operating costs to maintain public grounds.

### **CAPITAL PROJECTS FUND REVENUE ASSUMPTIONS**

The Capital Project Funds include the Street Construction Fund, Utility Construction Fund, Building Construction Fund and Equipment Replacement Fund. The revenue sources for these funds include bond proceeds, impact fees, contributions, transfers, interest earnings, grants and other uncategorized revenue. Impact Fees include Roadway Impact Fees and Water & Sewer Impact Fees. Roadway Impact Fees are charged to the builder or developer on a per lot basis for residential homes at a rate of \$1,000 per lot, commercial and special use impact fees are charged on a per square footage basis. Water and Sewer Impact Fees are charged on the size of the water and sewer line connection to the water & sewer system.

While bond proceeds continue to be the major source of revenue for the capital funds, Impact Fees have become a major revenue source in the revenue structure of the Capital Projects Funds. Average impact fees per single family unit total \$8,692.

Since 1995, Roadway Impact Fees, Water & Sewer Impact Fees and Park Development Fees have totaled \$85,706,108. The Impact Fee revenue is projected to continue in future years but the city has been conservative in its estimates for impact fee contributions. Impact Fees are utilized to reduce the amount of bond issuance in the Street Construction and Utility Construction funds.

Contributions from developers and the Mansfield Economic Development Fund provide additional revenue in these funds. Contributions are not budgeted on an annual basis in the Capital Projects Fund since these revenues cannot be projected with any degree of certainty.

Transfers, interest and expense recovery revenues make up the remaining revenue source of the Capital Project Funds. Transfers from the General Fund provide the major revenue source for the Equipment Replacement Fund. Transfers are not budgeted in any fund other than the Equipment Replacement Fund since these revenues cannot be projected with any degree of certainty.

The City Council and management team have made a conscious effort to develop alternative revenue sources by the utilization of impact fees and developer contributions.

#### **Street Construction Fund**

The budgeted revenue for FY 2015-2016 in the Street Construction Fund is \$16,022,743 or a decrease of 11.4% from FY 2014-2015. Impact Fees are projected to generate an estimated \$500,000 in FY 2015-2016.

#### **Utility Construction Fund**

The budgeted revenue for FY 2015-2016 in the Utility Construction Fund is \$26,967,846 that includes prior year funding for the new service center and utility improvements. Impact Fees are budgeted at \$1,100,000.

#### **Building Construction Fund**

The budgeted revenue in the Building Construction Fund is \$828,959. Facility expansions include the new animal control expansion. All facility improvements should be completed in FY 2015-2016.

#### **Equipment Replacement Fund**

The primary source of revenue will be the issuance of Certificates of Obligation of \$1,245,551 to fund facility improvements, technology improvements public safety vehicles and equipment. The City of Mansfield historically received auction proceeds from the disposal of vehicles and equipment.



### ***GOALS AND OBJECTIVES STATEMENT***

Incorporated in the FY 2015/2016 budget is the continuation of the original program as set forth by the administration and identified in the annual statement of Goals and Objectives. The FY 2015/2016 budget represents a renewed challenge in continuation of these goals through identification of major objectives. These have been restated in understanding of the positive direction and continued improvements accomplished by taking positive and deliberate steps to meet our goals of "A SATISFIED PUBLIC, A SKILLED WORK FORCE, and A COST EFFECTIVE SERVICE DELIVERY."

Although financial goals and objectives are present throughout the budget, critical to all the citizens of Mansfield are non-financial goals and strategies to enhance the quality of life for all citizens.

Further, it is important to understand how short term and long term goals relate to the overall objectives expected by the citizens of Mansfield.

Individual Division/Department Goals & Objectives can be found in each Division/Department section of the budget.



## **NON-FINANCIAL GOALS & OBJECTIVES**

City Council and City staff met to establish priorities and broad based goals for Fiscal year 2015-2016. Incorporated into the overall Strategic Planning Session was “A Collective Vision” or simply put

### **“To provide our citizens the highest quality service at the Best Value”**

In order to accomplish the vision, City Council and City Staff recognize the importance of strategic planning, the development of goals and effective strategies for implementation of established goals and priorities. The following broad based goals were established as follows:

#### **Continue to Develop Infrastructure**

- Relieve traffic congestion by improvements to major arteries and intersections.
- Complete facility improvements to enhance service delivery.
- Complete infrastructure improvements including streets and utilities to prepare for future development.

#### **Maintain High Quality Development**

- Maintain a highly competitive program for recruiting economic development projects.
- Enhance residential development by possibly offering builder incentives and maintaining building standards.
- Streamline the development process to take advantage of development opportunities.

#### **Living Environment**

- Alleviate congestion at intersections of major highways & roads with consideration of future needs.
- Continue to maintain the “Best Parks System” and “Superior” water & sewer system.
- Develop strategies to maintain a “satisfied public”.
- Continue to revitalize the downtown area.
- Improve code compliance issues city wide.

#### **Expand the Use of Technology**

- Utilize technology to enhance the communication with citizens.
- Enhance the city’s web applications to provide all residents and non-residents with easy access to the City of Mansfield’s information and notifications.

#### **Public Safety**

- Utilize technology to create a safe community.
- Provide improved equipment and vehicles to ensure the public safety staff are able to respond to citizen needs in a timely manner.

#### **Enhance the Tourism Program**

- Continue to explore partnerships with other entities including the Mansfield Independent School District, hotels, existing public/private partnerships to create a National Corporate Focus.
- Aggressively promote the city by enhancing marketing and tourism.

**SERVICE PROGRAM  
FISCAL YEAR 2015/2016**

<div style="display: flex; justify-content: space-between; padding: 10px;"> <span><b>MAJOR GOALS</b></span> <span><b>CONTINUE TO DEVELOPMENT OF INFRASTRUCTURE</b></span> </div>	
<b>Goal</b>	<b>Department Actions</b>
Provide funding for additional improvements	The Public Works Department will utilize additional funding for projects including State Highway 360 participation, Cedar Street, magnolia Street, Short Street, Traffic Signal Implementation, Main Street to 157 connector and various residential streets as identified by staff and council. The Building Services Department will oversee the design and construction of the Animal Control expansion. Approximately \$14,500,000 in bonds will be issued to fund street improvements and \$828,959 to fund facility improvements.
Complete infrastructure improvements including streets and utilities to prepare for future development.	The Public Works department will begin design and/or construction of utility improvements including development of utility infrastructure for the Hanover Project, S.H. 360 improvements, TRA improvements, sewer construction and lift station improvements. Approximately \$6,000,000 in bonds will be issued to fund these improvements.
Improve Existing Technology Infrastructure	The Business Services Division will oversee improvements to the City Council Chambers, lighting and Server capacity upgrades. The Utility Division will continue to replace old water meters with new 4G radio read meters. Field staff in all departments will utilize I-Pad technology to provide real time reporting from the field.
Enhance the use of Technology.	The Information Technology department will complete phone system upgrades, facility improvements and new facility infrastructure improvements to improve service delivery to all departments.

**SERVICE PROGRAM  
FISCAL YEAR 2015/2016**

<div style="display: flex; justify-content: space-between; padding: 10px;"> <span><b>MAJOR GOALS</b></span> <span><b>MAINTAIN HIGH QUALITY DEVELOPMENT</b></span> </div>	
<b>Goal</b>	<b>Department Actions</b>
Maintain Existing Planning and Zoning Requirements.	The Planning and Building Services Division will ensure all developments comply with existing planning and building standards.
Work with the Development Community to provide responsive consistent zoning.	The Planning and Building Services Division will ensure that each developer understands the planning and zoning requirements and be responsive to any questions relating the city's current standards.
Discuss and Develop incentives to developers for high quality projects.	The Mansfield Economic Development Division will identify projects that may qualify for funding of various high quality projects.
Develop alternative funding sources and developer participation wherever possible.	The City Council approved TIF and TIRZ funding areas within the city to create an economic mechanism to fund infrastructure improvements and expand those areas within the city. Continued developer participation will be encouraged wherever possible.
Continue to develop and monitor the cities development guidelines to ensure quality projects and maintain property values.	The Building Services Division, Planning Division and Public Works Division will review all plans submitted and ensure compliance of architectural standards, setback requirements, signage and square footage requirements. The development review committee will review each project to ensure all projects meet established guidelines.

**SERVICE PROGRAM  
FISCAL YEAR 2015/2016**

<b>MAJOR GOALS</b>		<b>ENHANCE TOURISM</b>	
<b>Goal</b>		<b>Department Actions</b>	
Continue to provide funding to the City's Tourism Department.		City Council and Management will continue to provide funding for the city's tourism department by adding one (1) tourism position in FY 2015-2016.	
Partner with other Governmental Agencies, Hotels and other Local Business Owners to promote Mansfield as prime work, play and stay city.		The Tourism Department will continue to partner with the Mansfield Independent School District, Big League Dreams, Hawaiian Falls, Mansfield National Golf Course, Walnut Creek Country Club and local groups to enhance the total visitor experience and provide additional venues for corporate events.	
Solicit National Companies as a place to stay for local and regional events.		The Tourism Department will continue to highlight the hotels, recreation venues, meeting venues and local retail establishments to solicit national companies.	
Explore the possibility of finding a partner to provide a full amenity hotel and conference center in the entertainment district.		Work with the Mansfield Economic Development Corporation to solicit hotel partners.	
Enhance Mansfield's Image		Continue to develop the "We've Got Game" website and promote Mansfield utilizing and expanding the marketing program.	
Utilize Cooperative buying power to enhance marketing and advertising campaigns.		The Tourism Department will take advantage of bulk advertising opportunities to enhance community events.	

**SERVICE PROGRAM  
FISCAL YEAR 2015/2016**

<b>MAJOR GOALS</b>		<b>CREATE A TOTAL LIVING ENVIRONMENT</b>	
<b>Goal</b>		<b>Department Actions</b>	
Open new city parks and linear trails and continue to make improvements to existing parks. Develop the downtown area and provide the citizens multiple areas to gather and create a sense of community.		The city will continue to develop linear trails, bike lane improvements and downtown enhancements to create a total living environment.	
Continue to maintain the “Best Parks System.		The Public Grounds Department and the MPFDC will expand maintenance of existing parks and public grounds by expanding irrigated medians, tree planting and improvements to existing parks and athletic fields.	
Continue to maintain a “Superior” Water and Sewer System.		The Utility Division will continue to expand the use of the latest technology to provide service delivery to all areas of the city. The Utilities Division will continue to expand the conservation programs, reduce costs utilizing the latest technology and monitor flow patterns throughout the city.	
Review future traffic patterns and issues related to growth and development throughout the city.		The Public Works Division, Planning Division and city staff will communicate with developer’s to develop alternative right of way areas. City staff will meet with developers and land owners to identify development plans and future traffic needs.	
Improve the Code Compliance program		The Building Services Division will improve the code compliance department by adding one (1) additional staff member and aggressively enforcing the city codes and possibly revise existing codes.	

**SERVICE PROGRAM  
FISCAL YEAR 2015/2016**

<b>MAJOR GOALS</b>		<b>PUBLIC SAFETY</b>	
<b>Goal</b>		<b>Department Actions</b>	
Build and maintain a safe community.		The Public Safety Division will continue to utilize new technology to monitor activity throughout the city and enhance existing patrol activity.	
Continue to replace vehicles and equipment.		Approximately \$1,114,591 will be budgeted for new and replacement Public safety vehicles and equipment in FY 2015-2016.	
Maintain service levels by maintaining the existing workforce.		The Public Safety Division will fully staff the entire division including police, fire and law enforcement center to ensure staffing levels meet the current service demands.	
Continue to maintain the Grant Program		The Auto Theft task force will seek to reduce vehicle and equipment thefts throughout the city.	
Maintain the City's ISO rating.		The city will continue replacing equipment to comply with standards set forth in the ISO requirements.	
Develop new customers for the Law Enforcement Center.		The Public Safety Division has contracted with the City of Burleson to house prisoners from that jurisdiction.	

**SERVICE PROGRAM  
FISCAL YEAR 2015/2016**

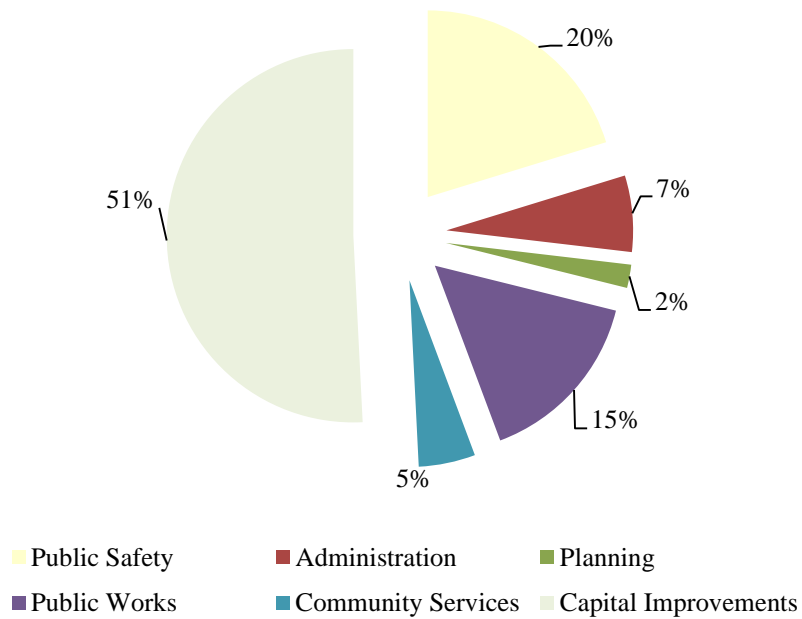
<b>MAJOR GOALS</b>		<b>MAINTAIN THE AA BOND RATING</b>	
<b>Goal</b>		<b>Department Actions</b>	
Issue debt only in amounts approximate to debt being paid off.		The City Administration and Business Services Division will maintain current debt ratios while continue to maintain the current fund balance policy of 25% of operating expenditures.	
Ensure expenditures are in line with revenues.		Maintain a balanced budget in all funds. Ensure operational and staff additions do not exceed budgeted projections or extend the city's ability to adequately provide for infrastructure improvements in a growing local economy.	
Create opportunity for expanded revenues.		Review the current fee structure including ambulance fees, developer fees and other fees to generate additional revenue.	
Limit the tax burden on taxpayers.		Continue to retain existing commercial business and create opportunity/incentives for new retail and residential developments. Increase quality projects.	
Continue to encourage economic development throughout the city.		The city will encourage quality residential and commercial development to ensure average home values continue to rise and commercial developments provide opportunities for citizens to utilize retail establishments within the City of Mansfield.	

## BUDGET SUMMARY

### Business Matrix 2015-2016

By Fund	Public Safety	Business & Administration	Planning & Development	Public Works	Community Services	Capital Improvements	Total
General	\$ 27,244,339	\$ 7,980,820	\$ 3,721,692	\$ 4,737,803	\$ 4,154,915		\$ 47,839,569
Debt Service						22,905,977	22,905,977
Utility				22,955,699			22,955,699
Law Enforcement Center	10,139,039						10,139,039
Environmental Services				780,501			780,501
Hotel/Motel		641,425					641,425
MPFDC					4,777,895		4,777,895
MEDC		3,577,003					3,577,003
Tree Mitigation					122,479		122,479
Capital Projects						70,857,834	70,857,834
<b>BUDGET ALLOCATION</b>	<b>\$ 37,383,378</b>	<b>\$ 12,199,248</b>	<b>\$ 3,721,692</b>	<b>\$ 28,474,003</b>	<b>\$ 9,055,289</b>	<b>\$ 93,763,811</b>	<b>\$ 184,597,421</b>
<b>PERCENT</b>	<b>20.25%</b>	<b>6.61%</b>	<b>2%</b>	<b>15%</b>	<b>5%</b>	<b>51%</b>	<b>100%</b>

### Budget Summary





BUDGET SUMMARY-ALL FUNDS COMBINED				BUDGET SUMMARY-ALL FUNDS COMBINED			
FISCAL YEAR 2015-2016				FISCAL YEAR 2015-2016			
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds*	Enterprise Funds	2015-2016 Budget All Fund Types	2013-2014 Actual All Fund Types
<b>SOURCES</b>							
Property Taxes	\$ 24,503,364		\$ 12,831,072			\$ 37,334,436	\$ 33,614,562
General Sales & Use Tax	9,709,913	8,354,898	2,444,558			20,509,369	18,935,122
Franchise Taxes	6,561,645					6,561,645	6,185,716
Fines & Fees	2,525,427					2,525,427	2,248,029
Charges for Services		641,425	6,394,796		33,875,239	40,911,460	30,781,092
Licenses & Permits	2,202,334					2,202,334	1,372,241
Interest	5,000					5,000	50,385
Intergovernmental Revenues							
Miscellaneous Revenue	1,521,350			70,503,385		1,521,350	4,740,115
Bond Proceeds & Prior Year Projects*		122,479				70,625,864	52,765,046
Grant Proceeds & Contributions				1,600,000		-	633,920
Impact Fees						1,600,000	2,838,560
Operating Transfers In	810,532					810,532	11,375,532
<b>TOTAL SOURCES</b>	<b>47,839,565</b>	<b>9,118,802</b>	<b>21,670,426</b>	<b>72,103,385</b>	<b>33,875,239</b>	<b>184,607,417</b>	<b>168,535,480</b>
<b>USES</b>							
Salary & Benefits	33,014,179	3,101,626		1,093,059	13,332,372	50,541,236	45,210,535
Supplies	7,916,494	1,711,252			18,625,226	28,252,972	27,213,501
Contactural Services	6,075,538	540,827			1,107,109	7,723,474	17,964,552
Capital Outlay & Prior Year Projects		3,765,096		71,010,326		74,775,422	22,739,912
Debt Service			21,670,426			21,670,426	20,920,184
Operating Transfers Out	833,354				810,532	1,643,886	11,375,532
<b>TOTAL USES</b>	<b>47,839,565</b>	<b>9,118,802</b>	<b>21,670,426</b>	<b>72,103,385</b>	<b>33,875,239</b>	<b>184,607,417</b>	<b>145,424,215</b>
<b>TOTAL SOURCES/(USES)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0.34)</b>	<b>23,111,265</b>
<b>BEGINNING NET ASSETS</b>	<b>11,657,018</b>	<b>22,217,661</b>	<b>5,245,101</b>	<b>28,081,802</b>	<b>153,571,468</b>	<b>220,773,050</b>	<b>53,897,658</b>
<b>Adjustments</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENDING NET ASSETS</b>	<b>\$ 11,657,018</b>	<b>\$ 22,217,661</b>	<b>\$ 5,245,101</b>	<b>\$ 28,081,802</b>	<b>\$ 153,571,468</b>	<b>\$ 184,607,417</b>	<b>\$ 168,535,480</b>

\* Includes proceeds from previous bond issues and remaining funding for on-going projects.

CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Fund Balance	\$10,604,212	\$11,657,018	\$11,657,018
Less Reserves			
Beginning Unreserved Balance	10,604,212	11,657,018	11,657,018
Receipts:			
Revenues	42,343,080	43,359,229	47,026,913
Sale of City Property	7,860	2,120	2,120
Other Financing Sources	3,587,921		
Interfund Transfers	810,532	810,532	810,532
Total	46,749,393	44,171,881	47,839,565
Funds Available	57,353,605	55,828,899	59,496,583
Deductions:			
Expenditures	45,696,587	43,532,169	47,839,565
Interfund Transfers Out		639,712	
Purchase of Land			
Total	45,696,587	44,171,881	47,839,565
FUND BALANCE			
Unreserved	11,657,018	11,657,018	11,657,018
Ending Fund Balance	\$11,657,018	\$11,657,018	\$11,657,018

\*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
SCHEDULE OF REVENUES  
2015/2016

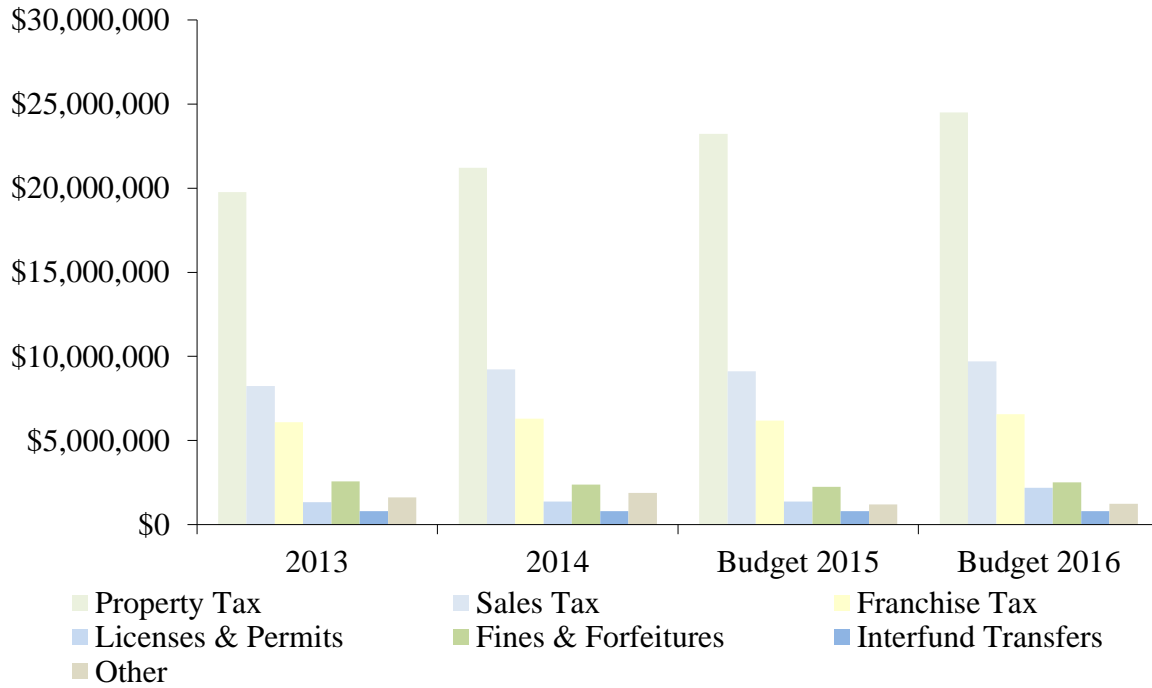
	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
TAXES:			
Ad Valorem Taxes			
Current Year	\$ 20,865,331	\$ 22,865,657	\$ 24,103,364
Delinquent	112,044	175,160	200,000
Penalty & Interest	239,111	175,160	200,000
TOTAL	21,216,486	23,215,977	24,503,364
Sales & Use Taxes			
General Sales Tax	9,061,964	9,001,104	9,574,913
Mix Drinks Tax	159,969	118,000	135,000
TOTAL	9,221,933	9,119,104	9,709,913
Franchise Taxes			
Gas	318,562	237,513	358,727
Telephone	193,635	201,000	193,000
TXU Electric	2,113,640	2,101,398	2,268,716
Cable Television	844,957	744,604	840,000
Sanitation	2,605,626	2,691,201	2,691,202
Telephone Lines	100,223	105,000	105,000
Gas Royalty Income	40,553		
Johnson Co. Electric	88,339	105,000	105,000
TOTAL	6,305,535	6,185,716	6,561,645
TOTAL TAXES	36,743,954	38,520,797	40,774,922
LICENSES & PERMITS:			
Electrical Licenses	41,100	40,000	40,000
Building Permits	967,970	1,150,563	1,967,554
Plumbing Permits	92,917	40,072	40,072
Electrical Permits	109,619	40,448	40,448
Miscellaneous Permits	160,635	112,160	114,260
TOTAL LICENSES & PERMITS	1,372,241	1,383,243	2,202,334

CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
SCHEDULE OF REVENUES  
2015/2016

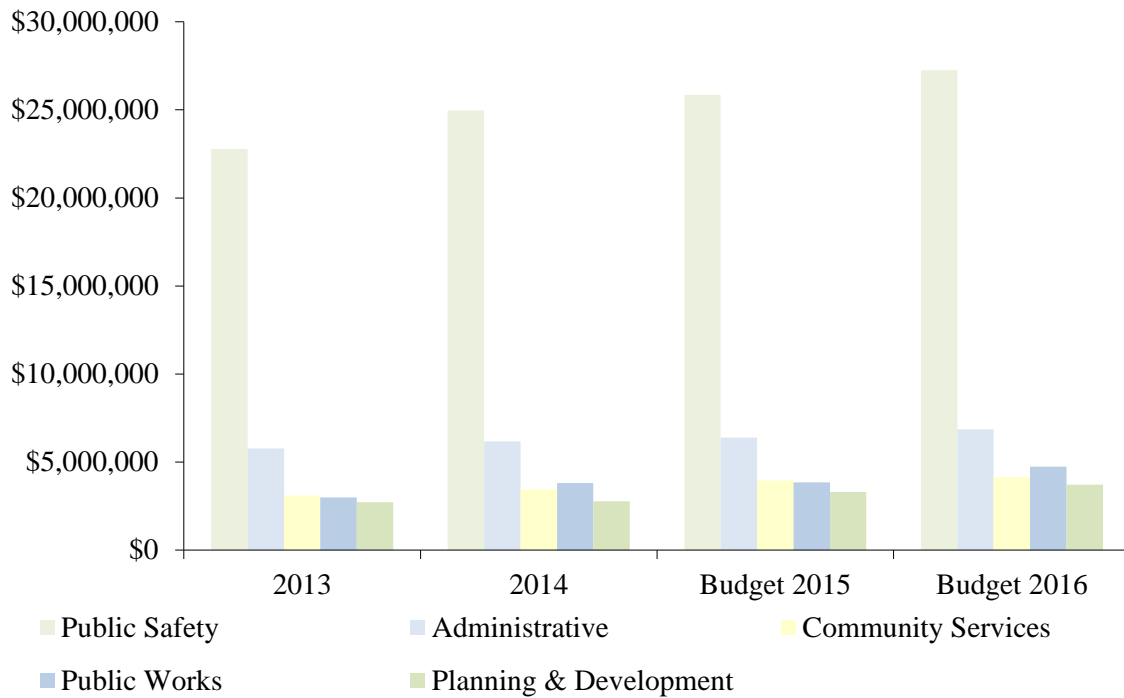
	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
FINES & FORFEITURES:			
Municipal Court	\$ 1,282,425	\$1,272,791	\$1,763,627
Library Fines	10,380	17,000	11,000
Gas Well Fees	475,000	500,000	460,000
Alarm Fines	186,944	230,000	190,000
Other Fines & Fees	384,553	189,238	68,800
Animal Shelter Fees	<u>34,876</u>	<u>39,000</u>	<u>32,000</u>
 TOTAL FINES AND FORFEITURES	 <u>2,374,178</u>	 <u>\$2,248,029</u>	 <u>\$2,525,427</u>
INTERFUND TRANSFERS:			
Utility Fund	<u>810,532</u>	<u>810,532</u>	<u>810,532</u>
 TOTAL INTERFUND TRANSFERS	 <u>810,532</u>	 <u>810,532</u>	 <u>810,532</u>
OTHER REVENUES:			
Interest Income	11,278	5,000	5,000
Sale of City Property	7,860	2,120	2,120
Other Financing Sources	3,564,022		
Other	558,991	245,160	519,230
Grant Proceeds	306,951		
Contributions	26,648		
Ambulance Service	<u>972,738</u>	<u>957,000</u>	<u>1,000,000</u>
 TOTAL OTHER REVENUE	 <u>5,448,488</u>	 <u>1,209,280</u>	 <u>1,526,350</u>
 TOTAL GENERAL FUND REVENUES	 <u>\$ 46,749,393</u>	 <u>\$ 44,171,881</u>	 <u>\$ 47,839,565</u>

\*Budget is Adopted Budget and Final Budget.

### REVENUE BY MAJOR SOURCE



### EXPENDITURE BY MAJOR FUNCTION



CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
EXPENDITURES BY ACTIVITY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
<b>GENERAL GOVERNMENT DIVISION</b>			
City Council	\$ 119,204	\$ 108,230	\$ 124,736
Administration	705,155	705,000	756,426
Legal	463,742	531,319	557,235
Human Resources	589,272	491,366	629,815
Total General Government Division	<u>1,877,373</u>	<u>1,835,915</u>	<u>2,068,212</u>
<b>BUSINESS SERVICES DIVISION</b>			
Finance	413,025	486,880	509,398
Accounting	297,295	442,424	457,072
Purchasing	81,240	81,431	84,532
Tax Assessing & Collection	256,639	273,800	273,800
Information Technology	701,380	733,794	821,792
Sanitation	2,159,104	2,127,335	2,208,000
Budget	71,748	86,783	87,143
City Secretary	313,300	320,563	347,053
Total Business Services Division	<u>4,293,731</u>	<u>4,553,010</u>	<u>4,788,790</u>
<b>POLICE</b>			
Public Safety Administration	602,924	631,747	656,339
Administration	1,510,329	1,606,331	1,455,853
Communications	1,838,662	2,382,865	2,622,232
Patrol	5,522,057	5,742,677	6,045,542
CID/Narcotics Investigation	2,208,116	2,265,872	2,609,759
Animal Control	561,561	599,594	640,516
Commercial Vehicle	265,111	260,218	277,025
Traffic	426,632	414,836	444,280
K-9	218,918	231,101	242,057
Community Resource	233,164	253,454	164,419
Training	62,060	167,273	158,252
Park Patrol	119,720	160,031	
Grants	142,599		
Municipal Court	600,055	615,645	638,170
Total Police	<u>14,311,908</u>	<u>15,331,644</u>	<u>15,954,444</u>
<b>FIRE</b>			
Administration	948,375	815,639	887,355
Fire Prevention	726,089	682,701	721,605
Emergency Management	29,226	35,974	187,649
Operations	8,952,607	8,990,397	9,493,286
Total Fire	<u>10,656,297</u>	<u>10,524,711</u>	<u>11,289,895</u>
<b>TOTAL PUBLIC SAFETY DIVISION</b>	<u>\$ 24,968,205</u>	<u>\$ 25,856,355</u>	<u>\$ 27,244,339</u>

CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
EXPENDITURES BY ACTIVITY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
PLANNING & DEVELOPMENT DIV.			
Administration	\$ 795,198	\$ 833,152	\$ 990,481
Planning & Zoning Commission	9,690	9,519	13,441
Historic Landmark Commission	773	4,563	4,563
Board of Adjustments	1,005	3,135	3,135
Total Planning & Development Div.	<u>806,666</u>	<u>850,369</u>	<u>1,011,620</u>
DEVELOPMENT SERVICES			
Code Enforcement & Inspections	1,119,533	1,436,206	1,623,433
Building Maintenance	855,154	1,008,144	1,086,639
Total Planning & Development Div.	<u>1,974,687</u>	<u>2,444,350</u>	<u>2,710,072</u>
PUBLIC WORKS DIVISION			
Engineering	424,734	386,148	418,760
Street Maintenance	2,495,374	2,391,474	3,189,159
Traffic Control	898,028	1,072,116	1,129,884
Total Public Works Division	<u>3,818,136</u>	<u>3,849,738</u>	<u>4,737,803</u>
COMMUNITY SERVICES DIV.			
Senior Lifestyles	256,123	254,494	268,834
Communications & Marketing	322,784	389,740	332,753
Public Grounds	1,860,124	2,060,948	2,214,703
Library	820,828	956,143	1,015,526
Historical Services	43,073	40,884	54,474
Cultural Services	154,033	247,259	268,625
Total Community Development Div.	<u>3,456,965</u>	<u>3,949,468</u>	<u>4,154,915</u>
NON-DEPARTMENTAL			
Land Purchase	3,799,852	192,965	-
Other Operating Expenses	303,433	219,553	710,618
Transfer to Other Funds	397,539	420,158	413,196
Total Non-Departmental	<u>4,500,824</u>	<u>832,676</u>	<u>1,123,814</u>
TOTAL EXPENDITURES	<u>\$ 45,696,587</u>	<u>\$ 44,171,881</u>	<u>\$ 47,839,565</u>

CITY OF MANSFIELD, TEXAS  
GENERAL DEBT SERVICE FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Fund Balance	\$ 596,142	\$ 855,768	\$ 855,768
Additions:			
Property Taxes, Current	11,582,773	11,935,833	12,831,072
Prior Year Delinquent Taxes			
Miscellaneous	88,180		
Bond Proceeds			
Interest Earnings	314		
Total	11,671,267	11,935,833	12,831,072
Funds Available	12,267,409	12,791,601	13,686,840
Deductions:			
Bond Principal	7,895,000	7,965,000	8,415,000
Bond Interest	3,882,106	3,970,833	4,411,072
Capital Lease Payments			
Bond Issuance Costs	(260,029)		
Refunding Bonds issued	6,610,000		
Payment to refund bond agent	(6,710,000)		
Premium on bonds issued	(192,313)		
Discount on bonds issued	33,333		
Fiscal charges	153,544		
Total	11,411,641	11,935,833	12,826,072
Ending Fund Balance	\$ 855,768	\$ 855,768	\$ 860,768

\*Budget is Adopted Budget and Final Budget.



WATER & SEWER FUND  
WORKING CAPITAL  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Working Capital, beginning	\$ 25,685,699	\$ 16,360,730	17,457,918
Additions:			
Water Sales	15,662,226	15,309,745	17,065,051
Sewer Service	9,267,629	9,861,287	10,739,588
Charges for Services	824,823	882,324	814,959
Impact Fees	1,596,243	-	-
Contributions	1,701,114		
Other Income	281,558	184,478	196,956
Total	29,333,593	26,237,834	28,816,554
Funds Available	55,019,292	42,598,564	46,274,472
Deductions:			
Operating Expenses	16,551,227	17,807,394	18,685,521
Capital Outlay		(115,298)	(258,625)
Total	16,551,227	17,692,096	18,426,896
Debt Requirements:			
Current Maturities	3,820,000	3,960,000	3,630,000
Interest & Fiscal Charges	2,570,914	2,364,720	2,231,827
Total	6,390,914	6,324,720	5,861,827
Other Changes Net Increase(Decrease)			
Restricted Assets	10,785,904		
Interest Earnings on Restricted Assets	22,178		
Transfers/Reserves	4,930,517	1,008,532	(1,008,532)
	15,738,599	1,014,207	(1,008,532)
Working Capital, Ending	16,360,730	17,457,918	20,718,593
Debt Service Coverage:			
Operating Revenues	27,737,350	27,221,666	32,079,171
Net increase on Restricted Assets	22,178		
Less: Operating Expenses	(16,551,227)	16,327,496	(19,435,428)
Net Income Available	11,208,301	8,521,038	12,643,743
Annual Debt Service Requirement	\$ 6,390,914	\$ 6,324,720	\$ 5,861,827
Coverage Factor	1.73	1.35	2.16
Maximum Annual Requirement	\$ 6,343,514	\$ 6,324,720	\$ 5,861,827
Coverage Factor	1.77	1.35	2.16
Annual Coverage Requirements	\$ 4,256,649	\$ 4,295,506	\$ 4,121,869
Coverage Factor	2.63	1.98	3.07

CITY OF MANSFIELD, TEXAS  
WATER & SEWER FUND REVENUES  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Water Sales	\$ 15,662,226	\$ 15,309,745	\$ 17,065,051
Sewer Service	9,267,629	9,861,287	10,739,588
Water Penalties	564,482	556,502	556,502
Water Taps	7,550	12,058	21,379
Meter Set Fee	65,688	90,810	65,624
Restore Service Fee	122,697	93,954	93,954
Sewer Taps	1,650	4,000	1,500
Impact Fees	1,596,243		
Utility/Inspect/Pretreatment	62,756	125,000	76,000
Contributions	1,701,114		
Miscellaneous/Transfers	<u>281,558</u>	<u>184,478</u>	<u>196,956</u>
Total	<u>\$ 29,333,593</u>	<u>\$ 26,237,834</u>	<u>\$ 28,816,554</u>
Interest Income	<u>22,178</u>	<u>971</u>	<u>971</u>
<b>TOTAL</b>	<u><u>29,355,771</u></u>	<u><u>26,238,805</u></u>	<u><u>28,817,525</u></u>

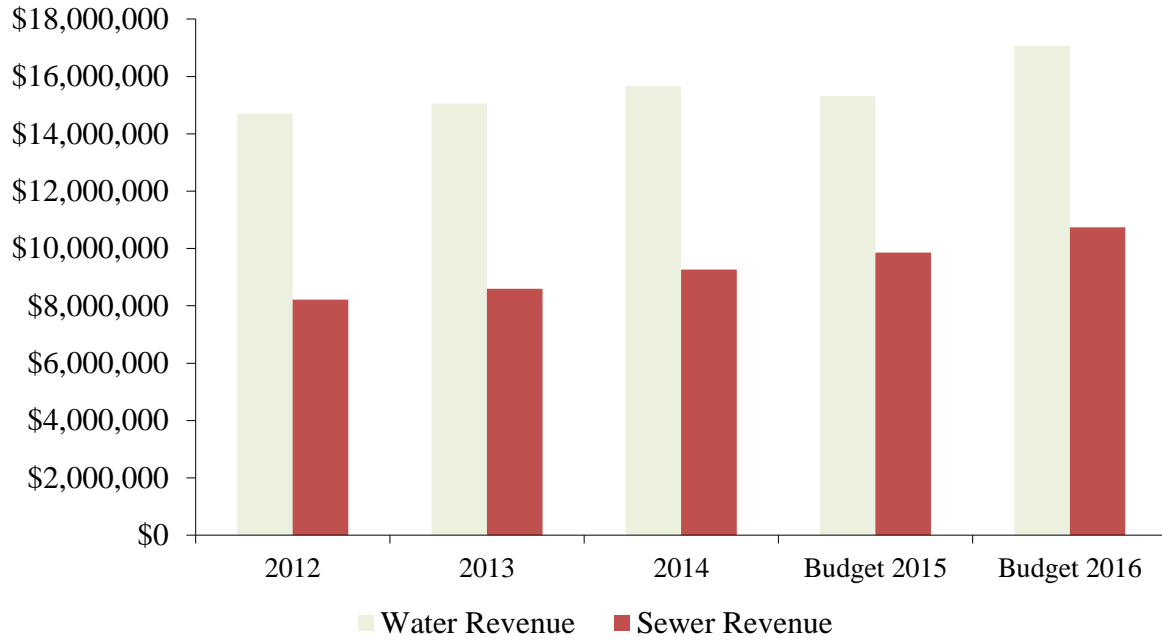
\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
WATER & SEWER FUND EXPENSES  
BUDGET SUMMARY  
2015/2016

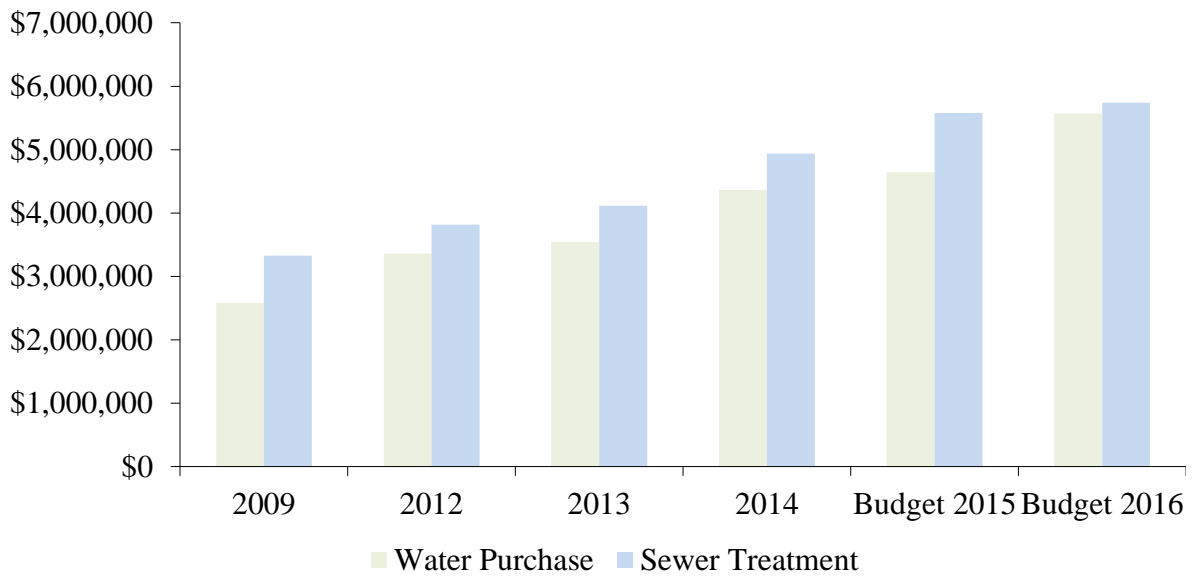
	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Administration	\$ 587,854	\$ 733,065	\$ 907,492
Billing and Collections	847,110	876,375	981,412
Meter Reading and Repairs	1,030,615	841,184	896,530
Water Distribution	961,970	824,766	896,376
Wastewater Collection	5,729,654	6,432,892	6,545,042
Water Quality Control	6,636,395	7,813,875	7,602,733
Other Operating Expenses	<u>757,629</u>	<u>400,535</u>	<u>855,936</u>
Total Operating Expenses	<u>16,551,227</u>	<u>17,922,692</u>	<u>18,685,521</u>
Depreciation	3,712,396		
Operating Transfers Out	4,930,517	1,008,532	1,008,532
Debt Service	2,570,914	6,324,720	5,861,826
Reserve	<u></u>	<u>982,861</u>	<u>3,261,646</u>
	<u>11,213,827</u>	<u>8,316,113</u>	<u>10,132,004</u>
TOTAL EXPENSES	<u>\$ 27,765,054</u>	<u>\$ 26,238,805</u>	<u>\$ 28,817,525</u>

\*Budget is Adopted Budget and Final Budget.

### Water & Sewer Revenue



### Water & Sewer Expenses



CITY OF MANSFIELD, TEXAS  
WATER & SEWER DEBT SERVICE FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$ 4,109,809	\$ 4,105,016	\$4,093,614
Additions:			
Utility Operating	6,313,316	6,313,318	5,861,826
Interest Income	1,445		
Total	6,314,761	6,313,318	5,861,826
Assets Available	10,424,570	10,418,334	9,955,440
Deductions:			
Transfer to Operating Fund			
Bond Principal	3,820,000	3,960,000	3,630,000
Bond Interest	2,493,316	2,364,720	2,231,826
Proceeds from Capital Debt			
Paying Agents Fees	6,238		
Total	6,319,554	6,324,720	5,861,826
Ending Net Assets	\$ 4,105,016	\$ 4,093,614	\$4,093,614

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
LAW ENFORCEMENT CENTER  
SCHEDULE OF REVENUES  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Other Sources	\$23,850		
Charges for Service	9,399,965	\$9,594,384	\$ 9,465,843
Miscellaneous	154,485	116,489	70,000
Transportation	19,014	12,000	15,000
Telephone Commission	200,687	167,000	175,000
Transfers			413,196
Total Revenues	\$9,798,001	\$9,889,873	\$10,139,039

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
LAW ENFORCEMENT CENTER  
SCHEDULE OF EXPENSES  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Administration	\$ 259,990	\$ 278,800	\$ 294,420
Operations	6,022,708	5,852,136	5,846,732
City Marshal	1,367,467	1,627,026	1,866,053
Support Services	659,266	973,587	1,041,045
Food Services	606,685	522,583	499,298
Medical Services	517,316	588,913	591,491
Other Operating Expenses	<u>                    </u>	<u>46,828</u>	<u>                    </u>
Total Operating Expenses	<u>9,433,432</u>	<u>9,889,873</u>	<u>10,139,039</u>
Depreciation	255,123		
Debt Service	<u>85,556</u>	<u>                    </u>	<u>                    </u>
Sub-Total	<u>340,679</u>	<u>                    </u>	<u>                    </u>
Total Expenses	<u>\$ 9,774,111</u>	<u>\$ 9,889,873</u>	<u>\$ 10,139,039</u>

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
ENVIRONMENTAL SERVICES FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$ 4,176,928	\$ 4,388,518	\$ 4,388,518
Additions:			
Drainage Fee	1,299,904	1,296,395	1,308,471
Grant Revenue	273,119		
Interest Income	240		
Other Income	9,789		
Total	1,583,052	1,296,395	1,308,471
Assets Available	5,759,980	5,684,913	5,696,989
Deductions:			
Administrative	256,434	533,907	536,187
Transferred to Debt Service	181,482	527,370	527,970
Operations	828,248	104,525	113,721
Depreciation Expense	105,298		
Bond Coverage		130,593	130,593
Total	1,371,462	1,296,395	1,308,471
Ending Net Assets	\$ 4,388,518	\$ 4,388,518	\$ 4,388,518

\*Budget is Adopted Budget and Final Budget.



CITY OF MANSFIELD, TEXAS  
ENVIRONMENTAL SERVICES DEBT SERVICE FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$ 82,927	\$ 78,339	\$ 78,339
Additions:			
Bond Proceeds			
Drainage Fee	541,856	527,370	532,970
Total	541,856	527,370	532,970
Assets Available	624,783	605,709	611,309
Deductions:			
Bond Principal	370,000	375,000	390,000
Bond Interest	176,444	147,370	137,970
Paying Agent Fees		5,000	
Total	546,444	527,370	527,970
Ending Net Assets	\$ 78,339	\$ 78,339	\$ 83,339

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
ENVIRONMENTAL SERVICES CONSTRUCTION FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$ 328,626	\$ 295,673	\$ 81,267
Additions:			
Bond Proceeds		817,514	-
Other			
Total		817,514	-
Assets Available	328,626	1,113,187	81,267
Deductions:			
Project Appropriations	32,953	1,031,920	-
Total	32,953	1,031,920	-
Ending Net Assets	\$ 295,673	\$ 81,267	\$ 81,267

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
SPECIAL REVENUE HOTEL/MOTEL FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2014/2015
Beginning Fund Balance	\$ 600,716	\$ 817,866	\$ 817,866
Additions:			
Other Revenue	70		
Taxes	<u>651,225</u>	<u>509,020</u>	<u>641,425</u>
Total	<u>651,295</u>	<u>509,020</u>	<u>641,425</u>
Funds Available	<u>1,252,011</u>	<u>1,326,886</u>	<u>1,459,291</u>
Deductions:			
Other	195,404	183,515	283,425
Historical Preservation	28,649	55,505	35,000
Tourism	<u>210,092</u>	<u>270,000</u>	<u>323,000</u>
Total	<u>434,145</u>	<u>509,020</u>	<u>641,425</u>
Ending Fund Balance	<u>\$ 817,866</u>	<u>\$ 817,866</u>	<u>\$ 817,866</u>

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
SPECIAL REVENUE TREE MITIGATION FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Fund Balance	\$ 1,201,241	\$ 935,003	\$ 935,003
Additions:			
Fees			
Other		774,068	122,479
Interest Earnings	305		
Total	305	774,068	122,479
Funds Available	1,201,546	1,709,071	1,057,482
Deductions:			
Operating Costs	266,543	774,068	122,479
Total	266,543	774,068	122,479
Ending Fund Balance	\$ 935,003	\$ 935,003	\$ 935,003

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Fund Balance	\$ 6,494,015	\$ 8,677,942	\$ 8,677,942
Additions:			
Sales Tax Revenue	3,338,017	3,253,269	3,545,353
Interest	4,480	3,000	3,000
Contributions	29,350		
Other	765,964	102,644	61,620
Prior Year Funding			3,855,000
Bond Proceeds			18,000,000
Gas Royalty Income	681,764	150,000	150,000
Rental	868,690	1,018,380	1,017,922
Total	5,688,265	4,527,293	26,632,895
Funds Available	12,182,280	13,205,235	35,310,837
Deductions:			
Administration	982,466	1,002,885	1,196,241
Operating Costs	1,994,527	2,194,662	3,581,654
Project Appropriation	527,345	1,329,746	21,855,000
Total	3,504,338	4,527,293	26,632,895
Ending Fund Balance	\$ 8,677,942	\$ 8,677,942	\$ 8,677,942

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION  
REVENUE DEBT SERVICE FUND  
BUDGET SUMMARY  
2015/2016

	BUDGET 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Fund Balance	\$ 255,081	\$ 207,380	\$ 207,380
Additions:			
Sales Tax Revenue	1,192,965	1,238,283	1,242,104
Interest Income	9,744		
Total	1,202,709	1,238,283	1,242,104
Funds Available	1,457,790	1,445,663	1,449,484
Deductions:			
Bond Principal	785,000	805,000	835,000
Interest	458,573	433,283	407,104
Paying Agent Fees	6,837		
Total	1,250,410	1,238,283	1,242,104
Ending Fund Balance	\$ 207,380	\$ 207,380	\$ 207,380

\*Budget is Adopted Budget and Final Budget

CITY OF MANSFIELD, TEXAS  
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$ 9,020,599	\$11,786,850	\$ 11,786,850
Additions:			
Sales Tax Revenue	4,530,982	4,491,552	4,777,457
Prior Year Funding		6,576,294	5,183,286
Gas Royalty Income	2,793		
Interest	4,051	2,000	2,000
Total	4,537,826	11,069,846	9,962,743
Assets Available	13,558,425	22,856,696	21,749,593
Deductions:			
Administration	756,657	883,320	921,373
Debt Payment	600,948	1,316,318	1,202,454
Transfer to other Funds	10,685	12,096	12,096
Project Appropriation	403,285	8,858,112	7,826,820
Total	1,771,575	11,069,846	9,962,743
Ending Net Assets	\$ 11,786,850	\$11,786,850	\$ 11,786,850

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION  
REVENUE DEBT SERVICE FUND  
BUDGET SUMMARY  
2015/2016

	ACTUAL 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$0	\$0	\$0
Additions:			
Sales Tax Revenue	1,320,775	1,316,318	1,202,454
Total	1,320,775	1,316,318	1,202,454
Assets Available	1,320,775	1,316,318	1,202,454
Deductions:			
Bond Principal	695,000	760,000	905,000
Interest	625,775	556,318	297,454
Total	1,320,775	1,316,318	1,202,454
Ending Net Assets	\$0	\$0	\$0

\*Budget is Adopted Budget and Final Budget



CITY OF MANSFIELD, TEXAS  
STREET CONSTRUCTION  
BUDGET SUMMARY  
2015/2016

	BUDGET 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Fund Balance	\$ 5,995,554	\$ 8,881,240	\$ 8,881,240
Additions:			
Intergovernmental	65,000		
Bond Proceeds	6,852,814	15,000,103	14,500,000
Interest	4,553		
Impact Fees	1,242,317	500,000	500,000
Prior Year		2,604,520	1,022,743
Miscellaneous	2,804,816		
Total	10,969,500	18,104,623	16,022,743
Funds Available	16,965,054	26,985,863	16,022,743
Deductions:			
Project Appropriation	8,083,814	18,104,623	16,022,743
Total	8,083,814	18,104,623	16,022,743
Ending Fund Balance	\$ 8,881,240	\$ 8,881,240	\$ 8,881,240

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
WATER & SEWER CONSTRUCTION  
BUDGET SUMMARY  
2015/2016

	BUDGET 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$ 13,468,024	\$ 14,861,347	\$ 14,861,347
Additions:			
Impact Fees	1,596,243	1,100,000	1,100,000
Bond proceeds		12,871,615	6,000,000
Interest Earnings	7,993	4,704	4,704
Prior Year Funding			19,863,142
Transfer	10,500,000		
Total	12,104,236	13,976,319	26,967,846
Assets Available	25,572,260	28,837,666	41,829,193
Deductions:			
Project Appropriations	10,710,913	13,976,319	26,967,846
Total	10,710,913	13,976,319	26,967,846
Ending Net Assets	\$ 14,861,347	\$ 14,861,347	\$ 14,861,347

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
BUILDING CONSTRUCTION  
BUDGET SUMMARY  
2015/2016

	BUDGET 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$ 430,489	\$3,035,172	\$ 3,035,172
Additions:			
Interest Income	956		
Prior Year Funding			828,959
Bond Proceeds	5,149,688	4,112,876	
Total	5,150,644	4,112,876	828,959
Assets Available	5,581,133	7,148,048	3,864,131
Deductions:			
Project Appropriations	2,545,961	4,112,876	828,959
Total	2,545,961	4,112,876	828,959
Ending Net Assets	\$3,035,172	\$3,035,172	\$ 3,035,172

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
EQUIPMENT REPLACEMENT  
BUDGET SUMMARY  
2015/2016

	BUDGET 2013/2014	BUDGET 2014/2015	BUDGET 2015/2016
Beginning Net Assets	\$ (71,501)	\$ 1,222,776	\$ 1,222,776
Additions:			
Sale of City Property	54,224		
Grant Revenue			
Bond Proceeds	1,951,975	1,752,291	
Miscellaneous Revenue	39,870		
Transfers			1,245,551
Interest Earnings	124		
Total	2,046,193	1,752,291	1,245,551
Assets Available	1,974,692	2,975,067	2,468,327
Deductions			
Equipment	751,916	1,752,291	1,245,551
Transfers			
Total	751,916	1,752,291	1,245,551
Ending Net Assets	\$ 1,222,776	\$ 1,222,776	\$ 1,222,776

\*Budget is Adopted Budget and Final Budget.



## ***DEBT SERVICE FUND***

*The General Obligation Debt Service Fund is used to account for payment of principal and interest on the City of Mansfield's general obligation bonds and capital lease payments.*

*Revenue Debt Service Funds are used to account for Revenue Bonds whose principal and interest are payable from earnings of the City of Mansfield's Enterprise Funds.*

*Special Revenue Debt Service Funds are used to account for Sales Tax Revenue Bonds whose principal and interest are payable from a special ½ ¢ sales tax.*

### **CITY OF MANSFIELD DEBT MANAGEMENT POLICY**

#### **Purpose**

The City recognizes that effective management of the Public's Funds is an investment of the Public's funds within the community in which it serves. It is upon this understanding that the City of Mansfield, Texas establishes its debt policy to guide decision makers in investing the public's money within the City of Mansfield, Texas.

- "Tax-exempt financing is used by state and local governments to raise capital to finance public capital improvements and other projects, including infrastructure facilities that are vitally important to sustained economic growth."  
- Tax-Exempt Financing, a Primer.

It is upon this principal that the City of Mansfield, Texas determines the necessity to incur debt in order to finance the Capital Improvement Program (CIP) of the City. The management of the City's debt is vital for maintaining the expected cost of services and the continued infrastructure development within this community. With the incurrence of additional debt the City is able to pay for the infrastructure needs of the community without overly burdening the constituency in any given period by increasing or decreasing the fee structure necessary to support the capital improvement. As a result, the management of the City's debt portfolio is designed to minimize the impact to its constituency.

#### **Authorization**

The Constitution of the State of Texas and the general laws of the State of Texas allow for and permit Texas Cities as authorized by the City to issue direct obligations or Bonds for the purpose of financing improvements and capital assets.

Although the Federal Government does not govern local spending authority, it closely regulates, and monitors the types of issuances and the authority for issuance through the federal income tax code, sections 141 through 150. The federal income tax code restricts the nature and character of Bond Interest in how it is treated as income for income tax reporting thereby controlling and creating markets for tax-exempt instruments.

## **Uses of Debt Financing and Capital Improvements**

- Debt financing shall be used to fund infrastructure improvements and the purchasing of capital assets as long as the asset life of the improvement or capital asset is beyond the cost of financing the improvement or the capital asset.
- Debt financing shall be used as a funding source when the improvements or the purchase of capital assets cannot be acquired from current revenue sources or direct fees like impact fees. In addition, if the purchase of capital assets and construction of infrastructure improvements can be funded through available resources (fund balance, current revenue or any other recurring revenue) then the cost of money should be considered against the value of available resources in determining pay-as-you-go financing.

## **Affordability of Additional Debt and Legal Debt Limit**

In fiscal year 2000, the City of Mansfield developed a 10-year Strategic Plan that anticipates the financial future of the City of Mansfield, Texas. This Plan is a comprehensive planning model that enables Management to assess to financial well-being of the City. It quantifies the impact of growth and development and speaks plainly about the fiscal condition of the City. This Strategic Plan incorporates future revenue sources, operating expenses and projected capital improvement projects for all of the City's activities: Governmental Funds, and Enterprise Funds. This Strategic Plan measures the City's ability to authorize and issue additional debt over the next ten years.

Each year, the plan is revised to reflect growth, population estimates and current operating revenues.

- The City shall use an objective analytical approach to determine whether it can afford to assume new debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the City.

### **General Obligation Bonds:**

Debt Per Capita

Debt as a Percent of Taxable Value

Debt service as a percent of Current Revenues and Current Expenditures

Debt tax rate as a percent of the City's tax rate

### **Revenue Bonds:**

Pledged Revenues shall be a minimum 110% of annual debt service

Pledged Revenues shall be a minimum of 125% of average annual debt service

Pledged Revenues shall be a 130% of maximum annual debt service for financial planning purposes

Annual adjustments to the City's rate structures will be made as necessary to maintain a 130% coverage factor

The City will keep outstanding debt within the limits prescribed by State Statute, which does not prescribe a legal debt limit. However, Article XI, Section 5 of the Texas Constitution, applicable to cities of more than 5,000 populations, limits the ad valorem tax rate to \$2.50 per \$100 assessed valuation

### **Types of Debt and Criteria for Issuance of Types of Debt:**

The City may choose to issue debt under any provision allowed for and permitted by state statute. Although debt is an obligation to be repaid, it can assume many forms. The form and character of debt is typically determined by the nature of the funding source and nature of the asset to be purchased or improved. However, generally debt can be categorized into two types as determined by the federal income tax code: Governmental Bonds and Private Activity Bonds. Either of which may be taxable or tax-exempt. In determining the type of security for financing an improvement or purchasing of a capital asset the City may consider the following and is not limited to the following:

#### **Debt Form:**

##### **General Obligation Facility:**

General Obligation Bonds (“GOs”)

Tax levy as security for the bonds  
Voter’s Approval  
Specific Public Purpose

Certificates of Obligation (“Cos”)

Tax levy and/or Revenue Pledge as security  
Specific Public Purpose  
Public Notice; hearings and advertisement

Public Property Finance Contractual  
Obligations (“PPFCOs”)

Tax levy and/or Revenue Pledge as security  
Acquisition of Personal Property  
Alternative for Lease/Purchase

Anticipation Notes

Tax levy and/or Revenue Pledge as security  
Construction of Public Works  
Acquisition of Real & Personal Property  
Cumulative Cash Flow Deficit  
Professional Services  
Maturity is maximum of seven years

##### **Revenue Facility:**

Revenue Bonds

Revenue Pledge as security  
Pledge to set rates and fees to meet  
covenants  
Bond Reserve Fund for surety  
Covenant Reporting  
Equitable Rate Structure  
First Lien security with parity



	Construction of Capital Improvements
Contract Revenue Bonds	City contracts with Entities Tax levy and/or Revenue Pledge as security Ownership of Title may occur with Entity or City
<b>Special Obligation Facility:</b> Tax Increment Financing District (“TIF”)	Development District established Construction of Improvements Incremental Increase in Value Property only Taxable by TIF
Non-Profit Corporations Property Finance Authority Mansfield Park Facilities Development Corp Mansfield Economic Development Corp	Established Corporations Revenue Pledge of the Corporation Covenant Reporting  First lien security with parity Acquisition of Real or Personal Property Public/Private infrastructure improvements City may or may not own title Specific Services
Public Improvement District (“PID”)	Specific Improvement Securitized by Pledged Assessments Specific Benefactors
<b>Other Credit Facility:</b> Capital Lease	Annual Tax or Revenue Appropriation Tax-Exempt Acquisition of Personal Property Able to Refinance Annual Tax or Revenue Appropriation
Line of Credit	Qualify Statutorily Immediate need for financing Borrowings retired with bond proceeds Fulfill bond reserve covenants Borrowings repaid from current resources
Commercial Paper	Revenue Pledge as security Demand from the market for small issuer Commercial paper
Derivatives	Minimize risk of market Reduced costs versus fixed costs Creates Flexibility

## Surety Bond & Bond Insurance

Understood risk warrants the savings  
Debt service is less than cost of Insurance  
Triple AAA rated Insurer  
Competitive Offers from two Insurers

## Debt Structure

Historically, the City of Mansfield's debt structures have been designed to coincide with the fiscal policies of the City of Mansfield, Texas. Essentially, allowing growth to pay for growth by properly setting the maturities of the debt to equal or less than the usefulness of the improvement or asset.

Typical debt structure of a bond issuance:

- Term or Serial bonds structured for annual payments.
- Traditional call feature that does not influence the price of the bonds
- Average bond life of 10.5 years to 12.0 years
- Level payments for twenty years
- Pricing structured to allow for premiums and discounts
- First year payment to begin in second year of construction
- Bond insurance
- Surety Bond if warranted

The City of Mansfield, Texas has sought non-traditional avenues of capital improvement financing; however, the City is considered a Small Issuer under the law it has been more economical for the City to maintain this type of debt structure for its bond sales. This does not preclude the City from considering different structures or structuring its issuance differently from its typical debt structure.

The purpose of the structure is to provide the City with the lowest possible costs under market conditions at the time of issuance.

## Methods of Sale

**Competitive Sale:** The City shall seek to issue its debt obligations in a competitive bidding environment. Bids shall be awarded on a True Interest Cost providing the bidders meet other bidding requirements. In some instances, the City may award the sale to the lowest Net Interest Cost bidder depending on the economic substance of the transaction. If the competitive bidding process is not conducive to soliciting the lowest cost of financing a bond issuance the City may choose to negotiate the sale.

**Negotiated Sale:** The City shall seek to weigh the selection of underwriter before negotiating a bond sale. The selection of the underwriter shall encourage the best economic environment in which the City will benefit from sale of its bonds. Typically, negotiated sales will occur when the market volatility is unpredictable. In some cases this may mean investors are not willing to commit capital in uncertain economic environments or the size of the issue may not attract the

bids for a successful sale. Moreover, the primary purpose of the negotiated sale is to solicit the interest rate environment for the City to sale bonds.

Private Placement: The City will seek to privately place its bonds with a select group of investors when the issuance warrants the sophistication of the buyer. The City will ensure that the placement fee is less than a typical underwriter's fee in a negotiated offering of a comparable type sale in similar sale environment.

### **Refunding of Debt**

The City of Mansfield, Texas shall monitor the municipal bond market for opportunities to refund outstanding debt to save the City from future interest costs. As a general rule the savings shall be at least 3% greater than the cost of carrying the existing debt inclusive of issuance costs and any cash contributions. However, if the value of the savings exceeds the cost of the refunding and is greater than \$100,000 but is less than 3% of the savings then the City shall consider refunding the existing debt. Arbitrage rules are to be considered when refunding debt.

### **Credit Objectives**

The City of Mansfield, Texas shall seek to maintain and attain the highest possible bond ratings for its outstanding debt without compromising the delivery of basic City services. Currently, the City maintains four ratings with Fitch, Moody's & Standard & Poor's.

	<i>Fitch, IBCA</i>	<i>Moody's</i>	<i>Standard &amp; Poor's</i>
General Obligation	AA+	Aa2	AA+
Sales Tax Revenue	AA-	Aa3	A+
Drainage Revenue	AA	Aa2	AA-
Water & Sewer	AA	Aa2	AA+

It is and will be the continued policy of the City of Mansfield, Texas to provide full disclosure of information about the City's operating activity to the rating agencies. The City shall maintain an open line of communication with the rating agencies to allow for the free exchange of information between the City and the agencies.

### **Secondary Market Disclosure**

SEC 15c2-12 regulations became effective July 3, 1995. The City shall continue to provide financial data to the Nationally Recognized Municipal Information Depository (NRMSIRs) and the State Information Depositories (SIDs). The City will and has complied with secondary reporting requirements of SEC 15c2-12.

### **Financial Advisor**

The City will retain an external financial advisor. The financial advisor must have comprehensive municipal debt experience and experience in diverse financial structuring requirements. The City financial advisory must also be of reputable character and in good standing with SEC and the MSRB.

### **Bond Counsel**

The City will retain an external bond counsel. Bond Counsel must have comprehensive municipal debt experience and experience in diverse financial structuring requirements. Bond Counsel must also be of reputable character and in good standing with Texas Law Review Board.

### **Other Service Providers**

The City shall select other service providers (e.g. escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net City debt costs.

### **Arbitrage Compliance**

The City shall maintain its books and records in manner consistent with the provision allowed for under the Internal Revenue Code Section 148. Furthermore, the City shall have its arbitrage exposure calculated annually and appropriately recognized in the City's Comprehensive Annual Financial Statement.

### **Investment of Bond Proceeds**

All bond proceeds shall be invested in accordance with the City Investment Policy. The proceeds shall be invested as part of the City consolidated cash pool and accounted for separately and accordingly to bond covenants and the Internal Revenue Code.

### **Calculation of the City of Mansfield Legal Debt Limit**

The City Charter of the City of Mansfield, Texas and the statutes of the State of Texas do not prescribe a legal debt limit.

However, Article XI, Section 5 of the Texas Constitution, applicable to cities of more than 5,000 population limit the ad valorem tax rate to \$2.50 per \$100 of assessed valuation. The city operates under a Home Rule Charter that also imposes a limit of \$2.50 per \$100 assessed valuation. The FY 2015-2016 budgeted property tax rate was \$.71000 per \$100 valuation with a tax margin of \$1.79000 per \$100 valuation based upon the maximum ad valorem tax rate noted above. Additional revenues up to \$77,301,514 per year could be raised before reaching the maximum allowable tax base.

**Assessed Value x Legal Debt Limit (15% of Assessed Value)**

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**General Obligation Bonds and Certificates of Obligation**

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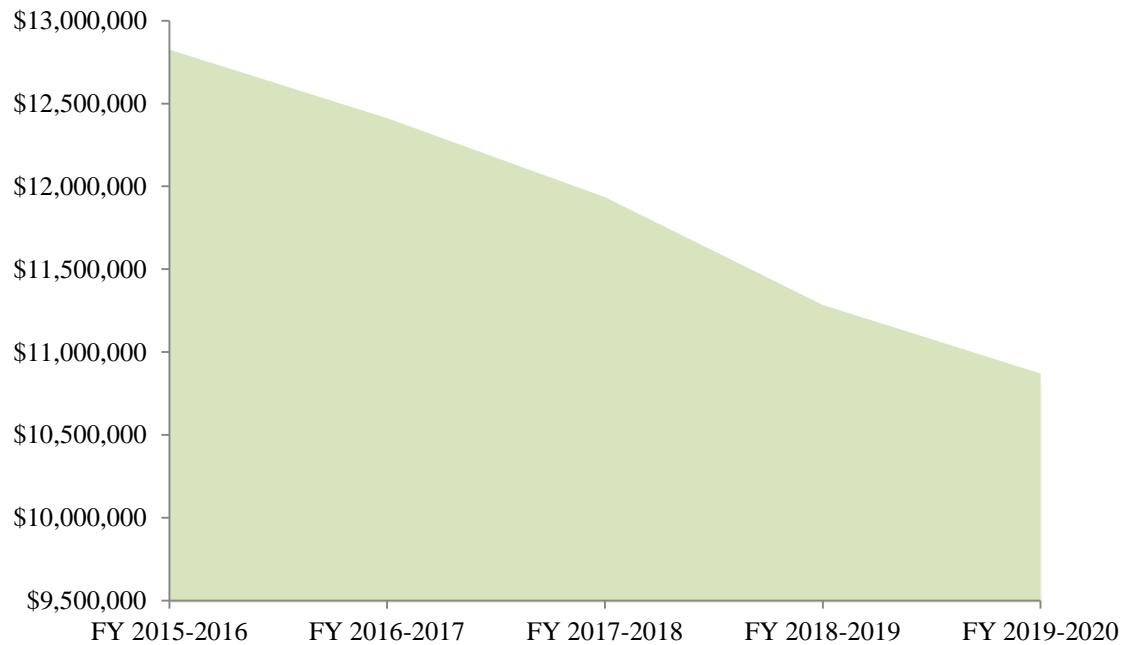
**Legal Debt Margin**

The assessed taxable valuation in FY 2015-2016 is \$5,001,642,359.

The Legal Debt Limit is \$604,230,157

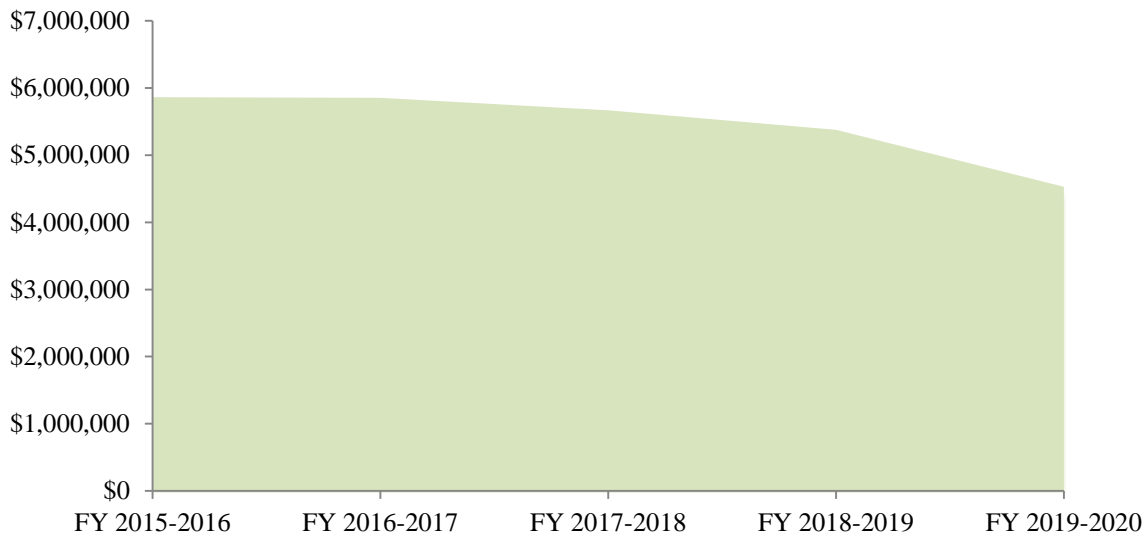
**CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2015-2016	8,415,000	4,411,072	12,826,072
2016-2017	8,275,000	4,138,247	12,413,247
2017-2018	8,080,000	3,855,326	11,935,326
2018-2019	7,720,000	3,564,812	11,284,812
2019-2020	7,605,000	3,265,412	10,870,412
2020-2034	68,735,000	17,951,328	86,686,328
<b>Total</b>	<b>\$ 108,830,000</b>	<b>\$ 37,186,197</b>	<b>\$ 146,016,197</b>



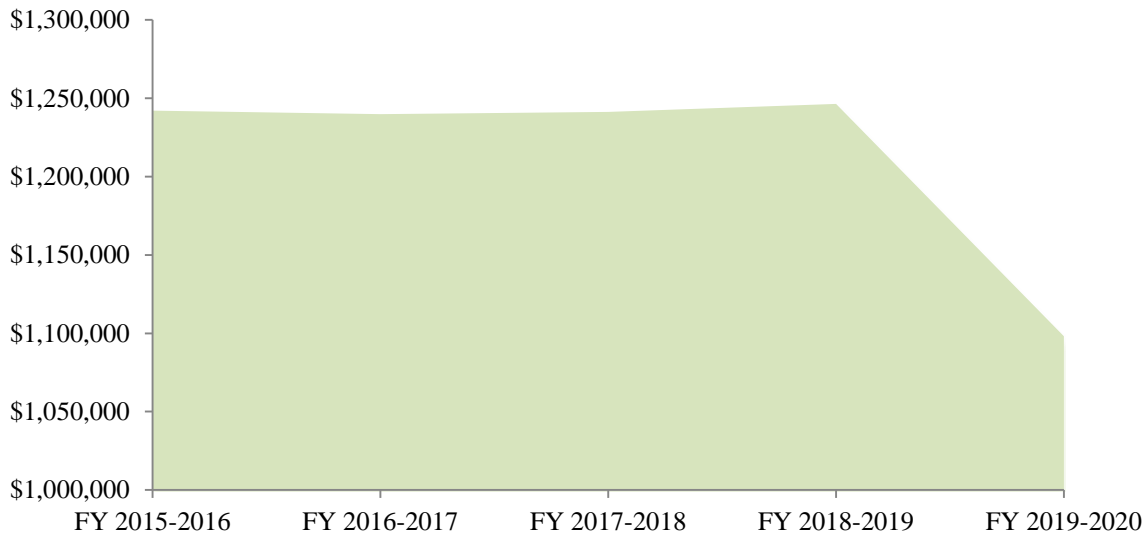
**CITY OF MANSFIELD, TEXAS  
WATER & SEWER FUND  
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2015-2016	3,630,000	2,231,826	5,861,826
2016-2017	3,770,000	2,080,733	5,850,733
2017-2018	3,750,000	1,916,508	5,666,508
2018-2019	3,625,000	1,752,703	5,377,703
2019-2020	2,940,000	1,589,714	4,529,714
2020-2025	14,485,000	5,856,029	20,341,029
2025-2030	12,255,000	1,945,531	14,200,531
<b>Total</b>	<b>\$ 44,455,000</b>	<b>\$ 17,373,044</b>	<b>\$ 61,828,044</b>



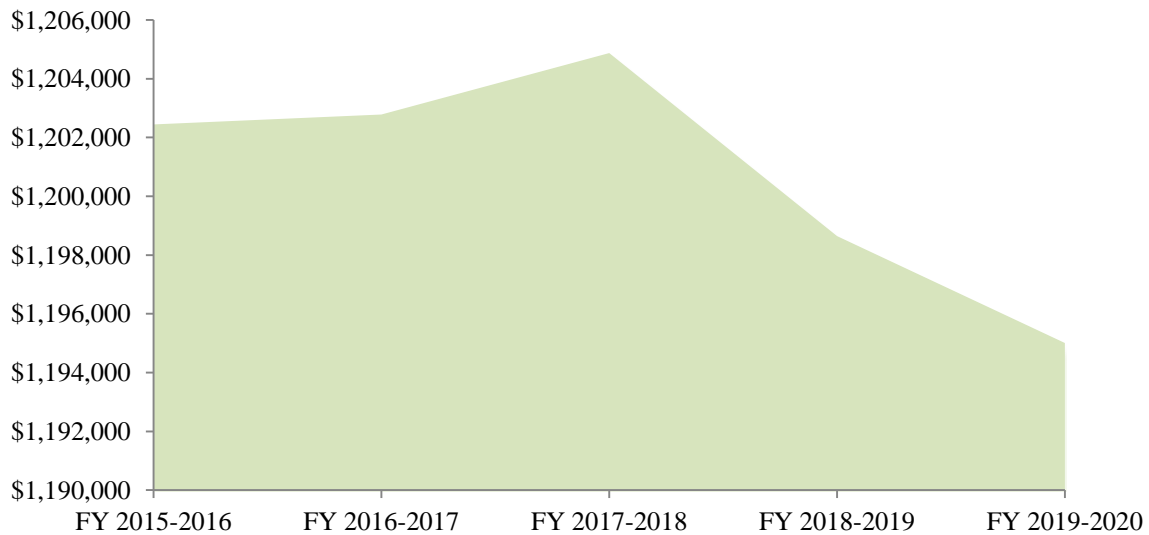
**CITY OF MANSFIELD, TEXAS  
MANSFIELD PARK FACILITIES DEVELOPMENT FUND  
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2015-2016	835,000	407,104	1,242,104
2016-2017	860,000	379,830	1,239,830
2017-2018	890,000	351,166	1,241,166
2018-2019	925,000	321,393	1,246,393
2019-2020	810,000	288,096	1,098,096
2020-2025	4,205,000	916,159	5,121,159
2025-2028	1,315,000	127,850	1,442,850
<b>Total</b>	<b>\$ 9,840,000</b>	<b>\$ 2,791,597</b>	<b>\$12,631,597</b>



**CITY OF MANSFIELD, TEXAS  
MANSFIELD ECONOMIC DEVELOPMENT FUND  
SCHEDULE OF DEBT PAYMENTS**

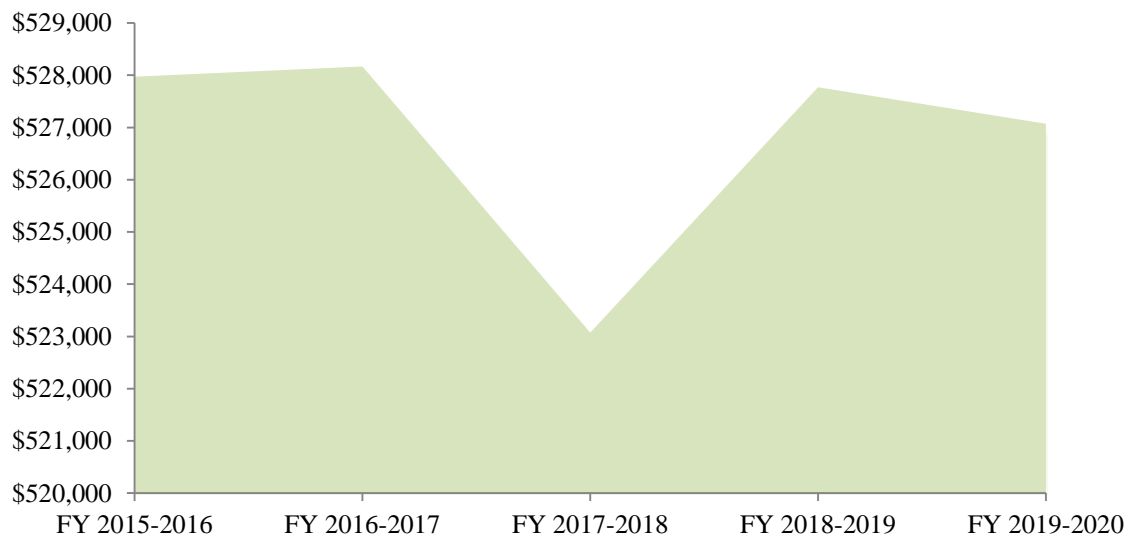
Fiscal Year	Principal	Interest	Total
2015-2016	905,000	297,454	1,202,454
2016-2017	920,000	282,784	1,202,784
2017-2018	940,000	264,884	1,204,884
2018-2019	955,000	243,652	1,198,652
2019-2020	975,000	220,011	1,195,011
2020-2032	5,670,000	854,433	6,524,433
<b>Total</b>	<b>\$ 10,365,000</b>	<b>\$ 2,163,218</b>	<b>\$ 12,528,218</b>





**CITY OF MANSFIELD, TEXAS  
ENVIRONMENTAL SERVICES FUND  
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2015-2016	390,000	137,970	527,970
2016-2017	400,000	128,170	528,170
2017-2018	405,000	118,070	523,070
2018-2019	420,000	107,770	527,770
2019-2020	430,000	97,070	527,070
2020-2027	2,315,000	274,003	2,589,003
<b>Total</b>	<b>\$ 4,360,000</b>	<b>\$ 863,053</b>	<b>\$ 5,223,053</b>



## GENERAL FUND

The General Fund is used to account for all revenues and expenditures relating to general fund operations of the City of Mansfield not accounted for in other funds

### GENERAL GOVERNMENT DIVISION

#### City Council

Maintain a line of communication to take advantage of citizen input.  
Provide Forums, discussions and open meetings to allow citizen input in municipal issues.  
Encourages healthy debate among members of Council to develop innovative ideas.  
Schedules meetings, workshops and special meetings to allow staff, citizens and boards to pool ideas.  
Recruit new industry as well as aiding in the retention and expansion of existing business.  
Be open and fair-minded to all types of groups within the City.

#### Administration

The City Managers Office

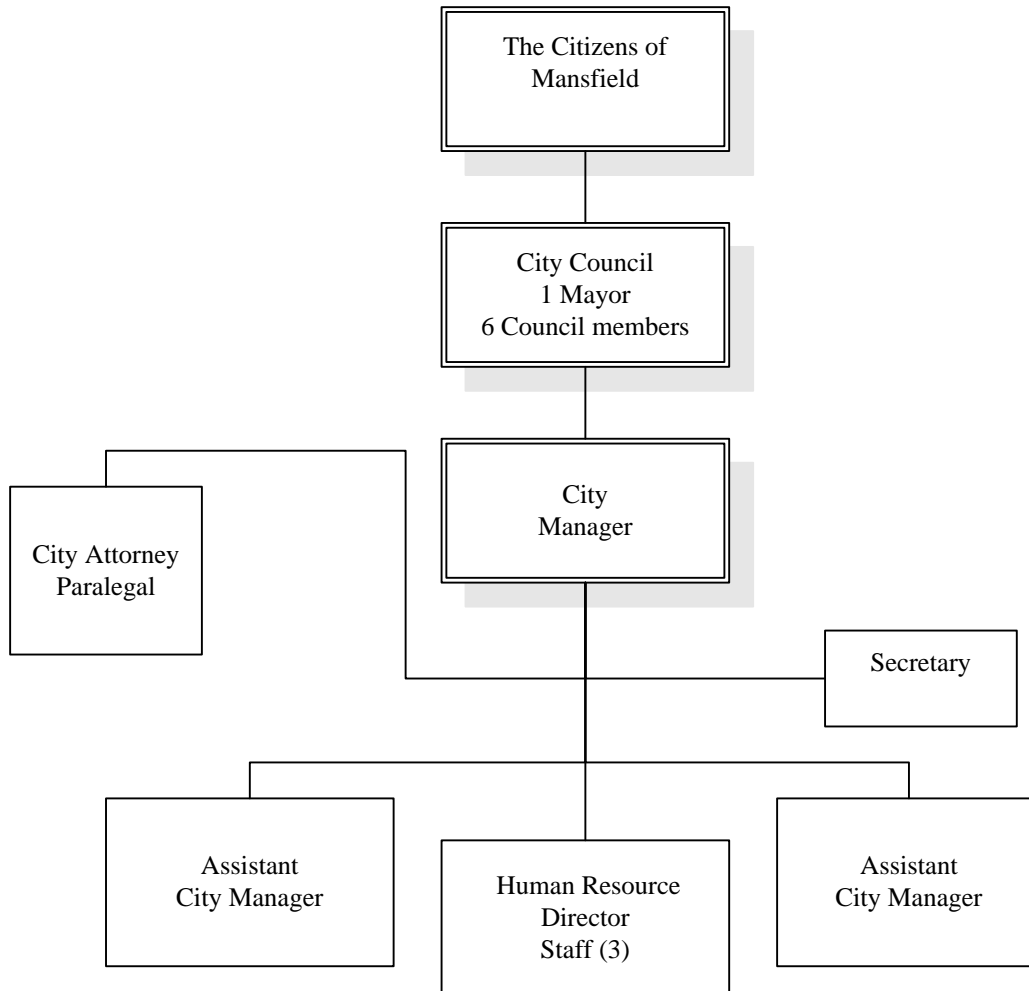
Direct and maintain an effective service organization with high productivity and quality of service.  
Provide effective communication and information to City Council of the conditions of the City.  
Prepare annual service plan including strategic planning, budget and staffing.  
Review infrastructure of the organization and change the organizational structure as needed.  
Administer the operations of 15 service departments and 533 paid staff.

#### Legal Department

Eliminate lawsuits to the city.  
Provide cost effective, accurate and current legal service and advice to staff, Council and various boards  
Settle any claims against the city at minimum cost  
Advise staff of any changes in legislation

#### Human Resources

Provide a comprehensive and competitive salary and benefit program at the best value to the citizens.  
Enhance safety training programs  
Review and update job descriptions  
Process all payroll and benefit related actions



### At a Glance

#### General Government Division Highlights

- ☐ 15 Service Departments Supervised
- ☐ Expanded programs include the addition of one (1) Code Compliance position in FY 2015-2016
- ☐ General Fund Operating Budget FY 2015-2016 \$47,839,565
- ☐ Approximately 533 FTE comprise the City of Mansfield Workforce

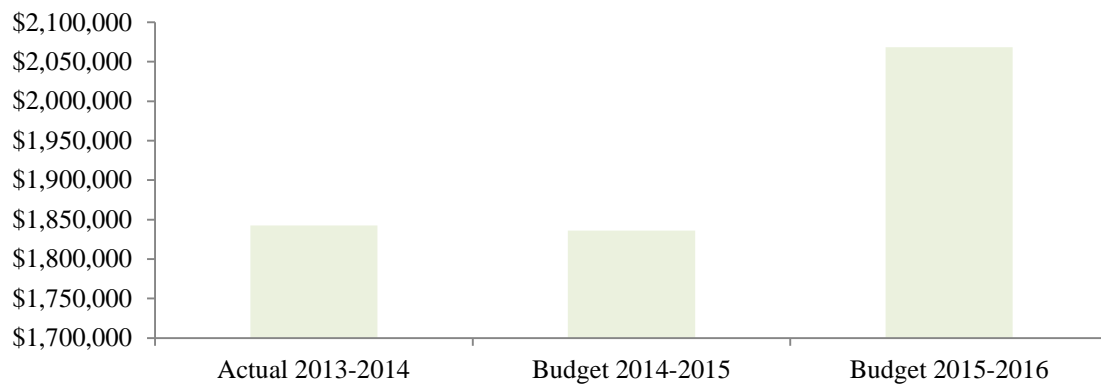
## DIVISION AT A GLANCE

The General Government Division increased 12.65% due to a 3% merit adjustment, funding for one (1) frozen Human Resources position and increased costs for legal services.

Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
City Council	\$ 119,204	\$ 108,230	\$ 124,736	15.25%
Administration	705,155	705,000	756,426	7.29%
Legal	463,742	531,319	557,235	4.88%
Human Resources	589,272	491,366	629,815	28.18%
Total	\$ 1,877,373	\$ 1,835,916	\$ 2,068,212	12.65%

Division Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 1,369,279	\$ 1,195,656	\$ 1,379,816	15.40%
Operations	508,093	640,260	688,396	7.52%
Capital Projects				
Total	\$ 1,877,373	\$ 1,835,916	\$ 2,068,212	12.65%

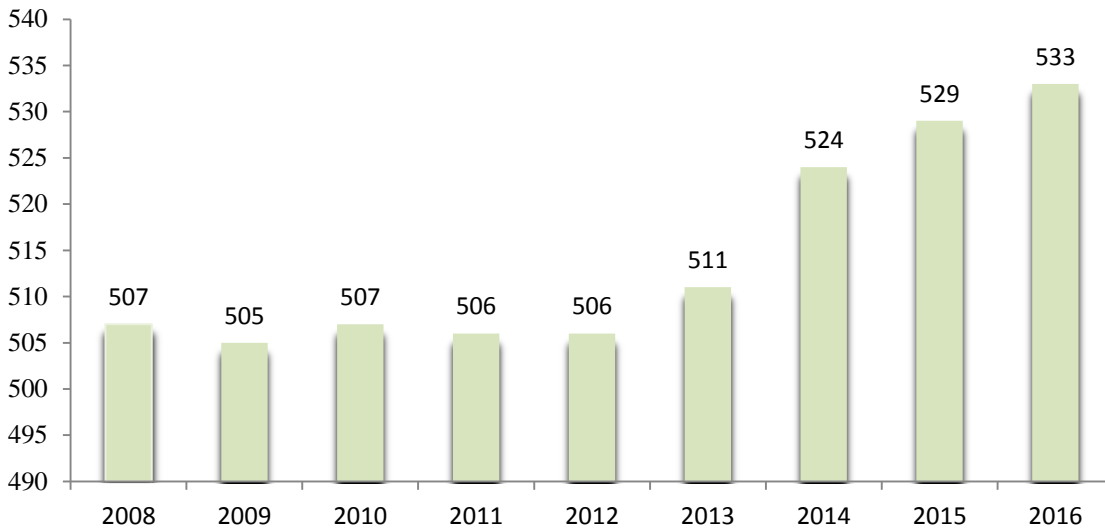
### General Government Budget 2015-2016



## Do You Know?

The City of Mansfield staff consists of 533 Full Time Equivalent positions.

### Full Time Equivalent Positions



## **CITY COUNCIL DEPARTMENT**

### **MISSION STATEMENT:**

The City Council serves as the legislative branch of the City of Mansfield representing all citizens. The council establishes legislative policy through the adoption of ordinances and resolutions in order to provide a safe, pleasant environment within the community and efficient delivery of public service.

### **Department at a Glance**

The City Council consists of the Mayor and six elected council members. Each member serves a three year term. The City Council meets the 2<sup>nd</sup> and 4<sup>th</sup> Monday of each month and conducts joint meetings with other appointed boards at various times during the year. The City Council budget increased less than 1% in FY 2015-2016.

### **Key Goals and Objectives**

#### **Goal 1**

Recognize community issues and concerns and develop strategies beneficial to all citizens.

##### **Objectives:**

- Maintain open lines of communication to take advantage of citizen and staff input.
- Provide forums, discussions and open meetings to allow citizen involvement.
- Continue to incorporate ideas from strategic planning sessions with City Council, boards and commissions wherever possible.
- Create opportunities to develop the downtown area of the city.

#### **Goal 2**

Develop legislation that will benefit present and future citizens of Mansfield.

##### **Objectives:**

- Encourage healthy debate among council members to develop innovative ideas.
- Schedule meetings, workshops and forums to allow staff, citizens and boards to pool ideas and information.
- Maintain a strong financial position and credit rating.

#### **Goal 3**

Create an environment that promotes “A Satisfied Public”, “A Skilled Workforce” and “Cost Effective Service”

##### **Objectives:**

- Ensure all city services provide all citizens with access to all services.
- Recruit commercial and retail development to reduce the tax burden on the citizens of Mansfield.
- Enhance the Living Environment for all citizens.
- Provide for the safety of all citizens.

### **Performance Objectives**

- Recognize community issues and concerns and develop strategies beneficial to all citizens.
- Develop legislation that will benefit present and future citizens of Mansfield.

**Measurable Outcomes:**

- The average cost per citizen has remained relatively constant over a four year period.
- Create a total living environment by improving infrastructure, enhancing quality development, utilizing technology, enhancing tourism and providing safety and security to all citizens.

	Actual	Actual	Budget	Budget
City Council	2012/2013	2013/2014	2014/2015	2015/2016
Demand				
Council Meetings	31	35	38	40
Open Record Requests	228	428	450	475
Special Meetings	7	11	14	20
Emergency Meetings	0	0	1	1
Workload				
Ordinances Enrolled	41	34	40	50
Resolutions Enrolled	96	99	90	125
Public Hearings	58	55	55	65
Productivity				
Open Records Request-30 days	100%	100%	100%	100%
Staff Hours-Open Record Requests.	90	50	125	150
Effectiveness				
Master Plan Updates	1	1	1	1
Bond Rating Upgrades	1	1	1	1

City Council	Actual	Budget	Budget	% Change
Departments	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services				
Operations	\$ 119,204	\$ 108,230	\$ 124,736	15.25%
Capital				
Projects				
Total	\$ 119,204	\$ 108,230	\$ 124,736	15.25%

## **ADMINISTRATION DEPARTMENT**

### **MISSION STATEMENT:**

The Mission of the City Administration Department is to implement and execute the legislative policies established by the City Council and guide the direction of the employee organization.

### **Department at a Glance**

The Administration Department includes the City Manager, two (2) assistant city managers and one (1) secretary. The Administration budget increased 7.29% due to a 3% salary adjustment and increased costs for travel and training.

### **Key Goals and Objectives**

#### **Goal 1**

Direct and maintain an effective service organization with high productivity, quality of service and “best value” to all citizens.

##### **Objectives:**

- Maintain low turnover of experienced and knowledgeable staff.
- Change the infrastructure of the organization as needed.
- Provide internal support through daily management and direction.

#### **Goal 2**

Provide effective communication and information to City Council on organizational issues.

##### **Objectives:**

- Provide monthly financial reports and agenda support information to City Council in order to make the necessary policy decisions to guide the organization of the city.
- Maximize effective use of meetings and work sessions.
- Provide citizen access to city government utilizing the city web site to enhance communication with all citizens.
- Provide capital and operational updates on a regular basis utilizing the city web site, citizen newsletter and other media to provide information to all citizens.

#### **Goal 3**

Prepare the annual service plan.

##### **Objectives:**

- Analyze, monitor and modify the cities strategic plan to incorporate City Council recommendations for program maintenance and expansion.
- Present a balanced budget and develop service program recommendations.
- Analyze and direct the city’s economic development program.
- Analyze local, state and national trends to prepare the annual service plan based on current and projected future economic conditions.
- Make annual presentations to national Credit Rating Services to maintain the City’s Bond Ratings

### **Performance Objectives**

- Maintain a highly skilled workforce.
- Enhance the annual report and information to all citizens.



- Incorporate council and citizen recommendations into the annual service plan.

Administration	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Council meetings	31	35	38	38
Open Records Requests	228	428	450	475
Budget Workshops	2	2	2	2
Strategic Planning Sessions	2	2	4	4
City Wide Staffing	511	524	529	533
Workload				
Ordinances Enrolled	41	34	40	50
Resolutions Enrolled	96	99	90	125
Service Departments Managed	15	15	15	15
City Wide Budgets	\$ 135,198,369	\$ 145,424,216	\$ 156,044,043	\$ 184,588,596
Productivity				
Open Records Requests-30 days	100%	100%	100%	100%
New Service Programs	None	None	None	1
Net Taxable Residential Value	\$ 171,767	\$ 175,802	\$ 183,651	\$ 190,916
Effectiveness				
Property Tax Rate	0.71	0.71	0.71	0.71
New Construction Value	\$ 72,011,853	\$ 91,761,113	\$ 113,338,414	\$ 109,519,641
Staff Turnover	7%	7%	7%	7%
General Fund New FTE	-	-	3	3

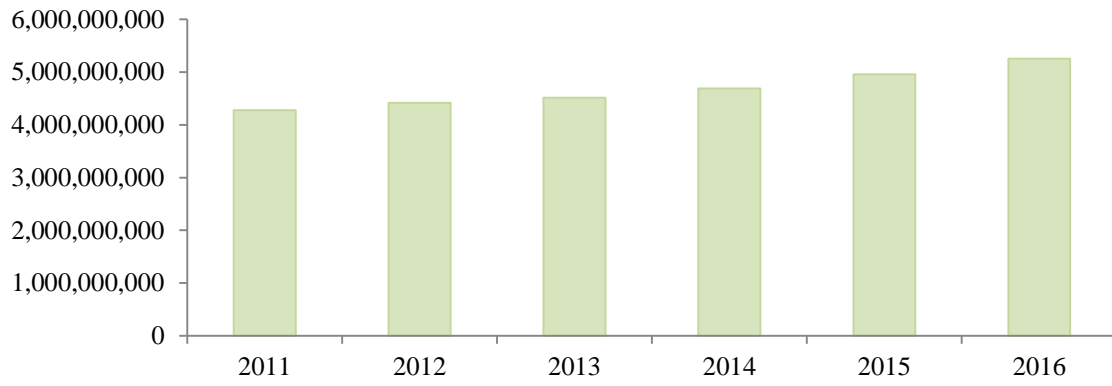
#### Measurable Outcomes:

- No tax increase to the citizens for the past three years.
- Increased service levels in street maintenance and Public Safety Communications.

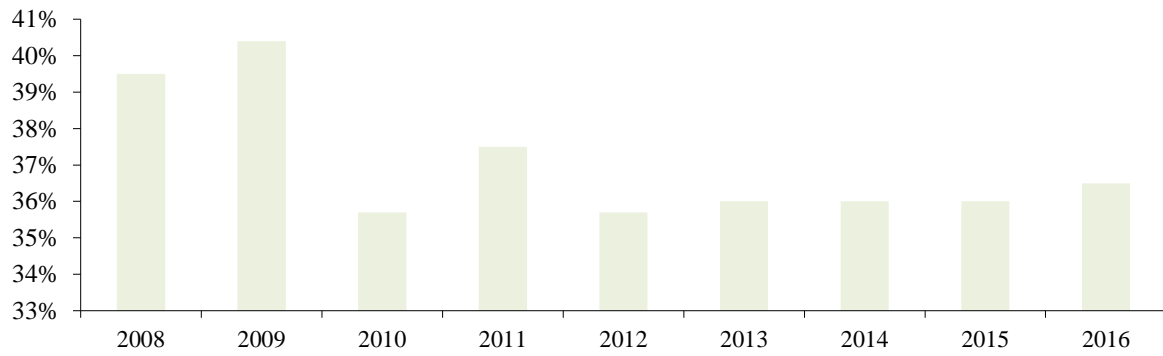
Administration	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 612,838	\$ 631,169	\$ 656,615	4.03%
Operations	92,317	73,831	99,811	35.19%
Capital				
Projects				
Total	\$ 705,155	\$ 705,000	\$ 756,426	7.29%

	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
City Manager	1	1	1	
Assistant City Manager	2	2	2	
Executive Secretary	2	1	1	
Total	5	4	4	

### Taxable Valuation



### Debt Service Operating Percentage



## **LEGAL DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Legal Department is to be the legal advisor to the City of Mansfield and all offices, staff and departments within the organization, in relation to their official powers and duties.

### **Department at a Glance**

The Legal Department includes one (1) paralegal. The Legal Department budget increased 4.88% in FY 2015-2016 due to salary and merit adjustments and reorganization of the legal department.

### **Key Goals and Objectives**

#### **Goal 1**

Reduce the legal exposure of the City in its operation.

Objectives:

- Provide guidance and assistance to city staff and City Council.
- Review contracts, ordinances and resolutions to ensure legal conformity.
- Work with staff to recognize risk exposure.

#### **Goal 2**

Provide cost effective and accurate legal counsel to City Council, staff and various boards within the city.

Objectives:

- Advise City Council, boards and city staff of changes in legislation and develop changes as needed.
- Provide timely review and preparation of documents.

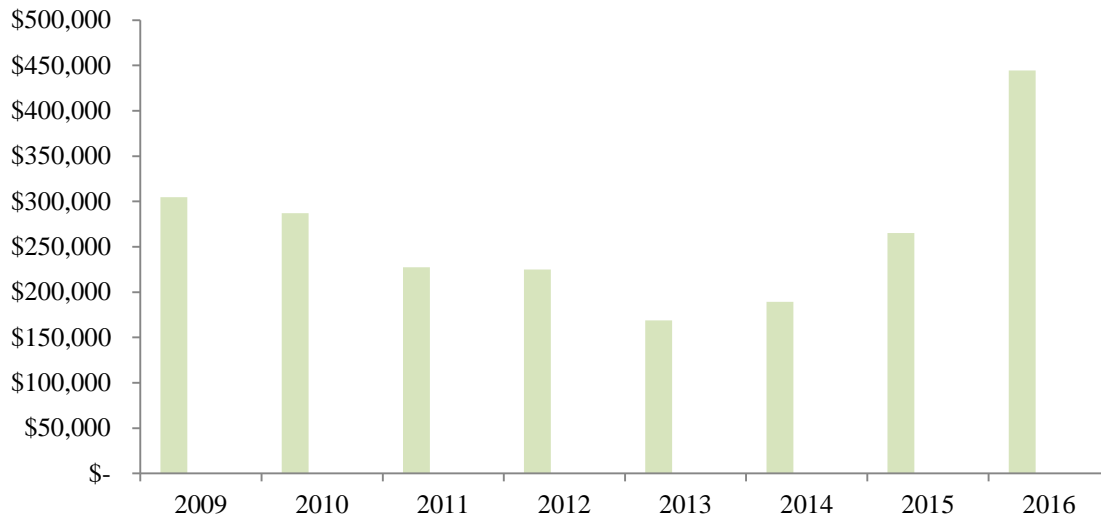
#### **Goal 3**

Represent the City in Municipal Court prosecution and settle claims against the City.

Objectives:

- Work closely with City Council, boards and staff to advise an expeditious course of action and effective settlement
- Determine weaknesses and strengths of any case filed and recommend a prompt and cost effective settlement.

## General Fund Legal Cost



### Performance Objectives

- Eliminate lawsuits against the City of Mansfield.
- Provide cost effective, timely and accurate legal services.
- Settle any claims against the city.

	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
<b>Legal</b>				
<b>Demand</b>				
Council meetings	31	35	38	40
Open Records Requests	764	852	1,244	1,281
Special Meetings	7	11	14	20
Emergency Meetings	2	2	2	2
<b>Workload</b>				
Ordinances Enrolled	41	34	40	50
Resolutions Enrolled	96	99	90	125
Contracts Reviewed	85	85	96	102
<b>Productivity</b>				
Open Records Requests-30 days	100%	100%	100%	100%
Staff hours-Open Records Requests	100	100	100	100
<b>Effectiveness</b>				
General Fund Legal Fees	\$ 118,032	\$ 189,154	\$ 265,000	\$ 444,621

Legal Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 255,078	\$ 247,728	\$ 93,764	-62.15%
Operations	208,663	283,592	463,471	63.43%
Capital Projects				
Total	\$ 463,742	\$ 531,319	\$ 557,235	4.88%

	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Full Time Equivalent Positions				
City Attorney	1	1	0	-1
Paralegal	1	1	1	
Total	2	2	1	-1

## **HUMAN RESOURCES DEPARTMENT**

### **MISSION STATEMENT:**

The Human Resources Department administers as a strategic business partner dedicated to ensuring the most effective use of human resources to meet the long-term strategic goals of the City.

### **Department at a Glance**

The Human Resources Department includes the Human Resource Director, one (1) Benefits Manager, one (1) Administrative Assistant and one (1) Human Resource Specialist. The overall budget for FY 2015-2016 increased 28.18% due to a merit adjustment and one (1) position being fully funded in FY 2015-2016.

### **Key Goals and Objectives**

#### **Goal 1**

Recruit and retain an efficient and effective workforce.

##### **Objectives:**

- Establish a new on-line applicant tracking system for new positions as well as assist new hires in their orientation process.
- Assist supervisors with selection testing including panel interviews, written tests, practical tests and profile analysis.
- Revise job descriptions to reflect changes in essential physical functions based on ADA training.
- Analyze the effectiveness of recruiting methods i.e. advertising, testing, OJT, etc.

#### **Goal 2**

Continue to enhance employee performance through training and development.

##### **Objectives:**

- Establish course catalog of ongoing mandatory core supervisor training modules and determine cost effective providers.
- Track training including hours and costs per employee.
- Research on-line training opportunities to reduce cost and time for compliance classes.
- Establish wellness goals and incentives for employees to achieve and implement wellness and disease management programs.
- Establish an employee committee to allow for a voice for the employee organization to discuss policies, wellness initiatives and other topics.

#### **Goal 3**

Ensure competitive compensation by providing merit increases and equity adjustments as market conditions warrant.

##### **Objectives:**

- Provide survey data from the Metroplex Survey and Texas Municipal League to determine competitive salaries.
- Provide reports for upper management to monitor compliance with compensation goals and objectives.
- Make annual adjustments to the pay plan to align with market conditions.

- Provide quarterly reports outlining the frequency and severity of health and safety claims.

#### Performance Objectives

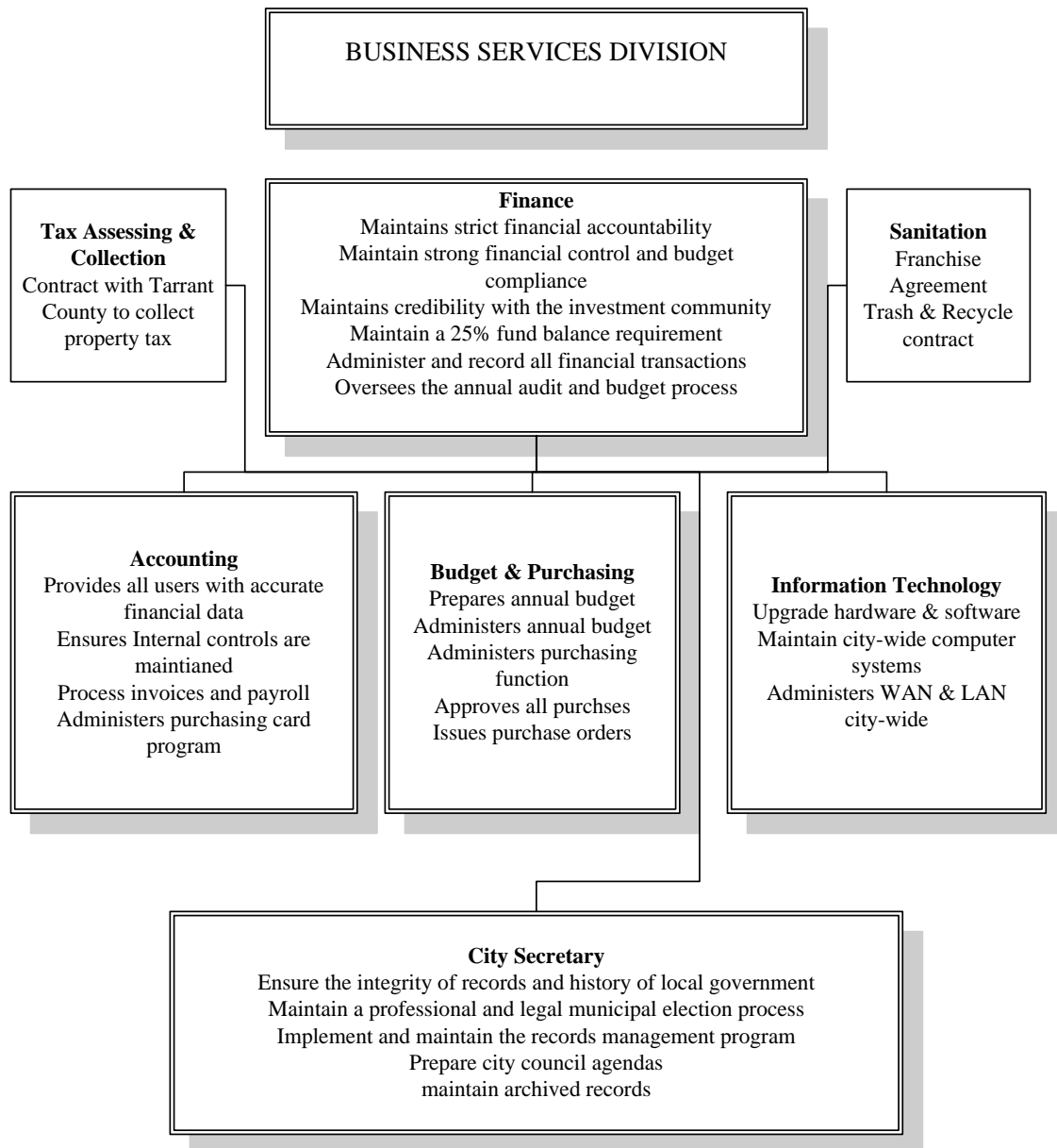
- Retain and Recruit an efficient workforce
- Continue to enhance employee performance through training and development
- Ensure competitive compensation

	Actual	Actual	Budget	Budget
Human Resources	2012/2013	2013/2014	2014/2015	2015/2016
Demand				
City Wide Staffing (FTE)	511	526	529	533
Positions filled	43	55	60	60
Terminations Processed	44	59	75	83
Workload				
Applications Processed	1,946	1,524	1,525	1,550
Unemployment Claims filed	9	9	9	9
Payroll Actions Processed	113	163	175	183
Job Studies	7	6	6	6
Liability Claims Processed	19	20	20	20
Property Damage Claims Processed	5	10	10	10
Disciplinary Actions	20	17	20	20
Productivity				
Payroll Actions Processed	113	113	175	183
Workers Compensation Claims	38	36	40	42
Effectiveness				
Employee Turnover	7.0%	7.0%	9.7%	7.0%
Probationary Turnover	13.00%	13.00%	13.00%	13.00%
Total Liability Claims	\$ 22,182	\$ 50,000	\$ 50,000	\$ 50,000
Workers Compensation Claims	\$ 126,221	\$ 190,485	\$ 200,000	\$ 201,000
Property Damage Claims	\$ 28,371	\$ 25,000	\$ 26,500	\$ 27,000
Absenteeism Costs	\$ 680,000	\$ 680,000	\$ 700,000	\$ 710,000

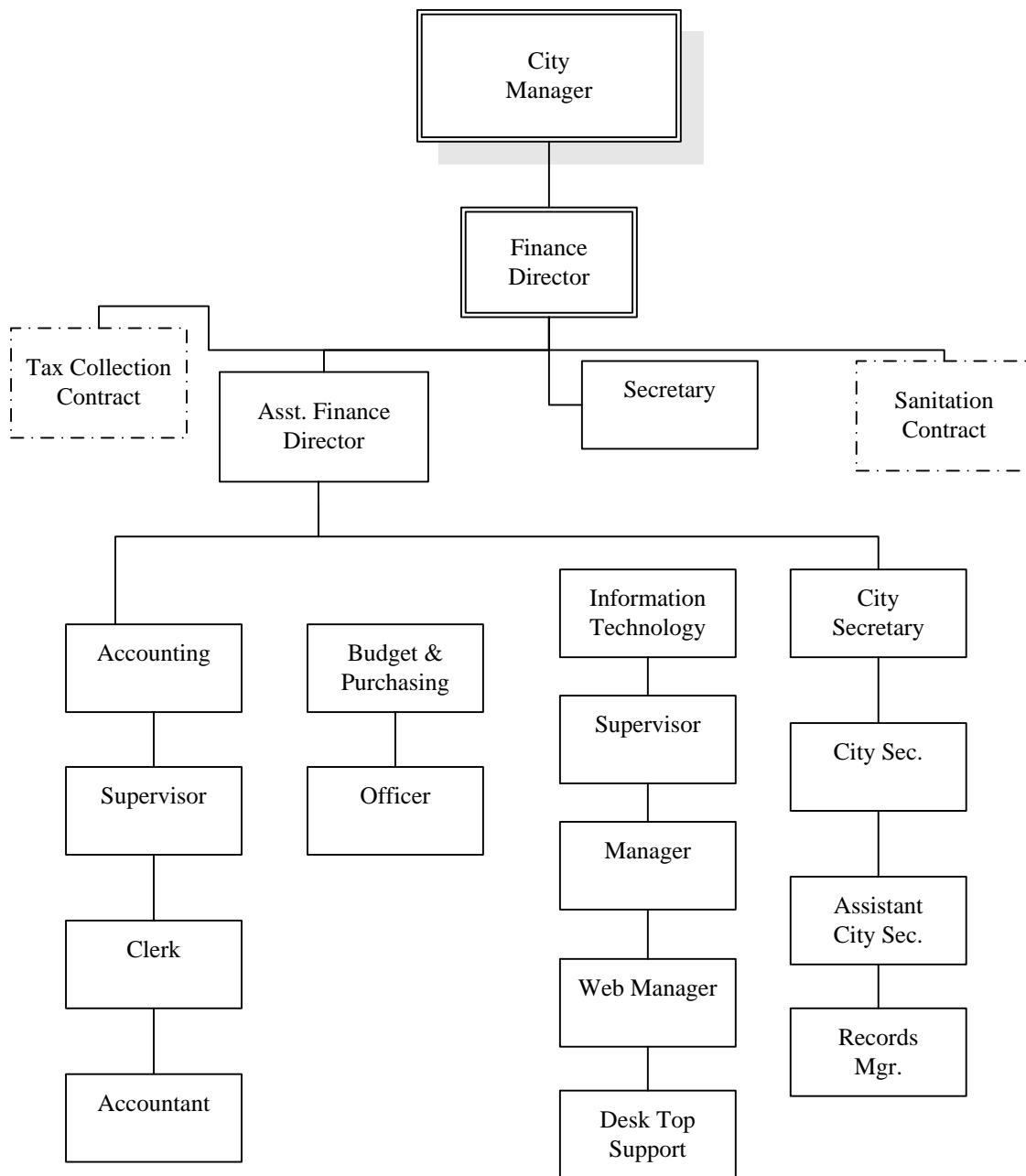
#### Measurable Outcomes:

- Reduce workers compensation claims.
- Reduce liability claims.

Human Resources	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 501,363	\$ 316,759	\$ 437,015	37.96%
Operations	87,909	174,607	192,800	10.42%
Capital				
Projects				
Total	\$ 589,272	\$ 491,366	\$ 629,815	28.18%







### At a Glance

#### Business Services Division Highlights

- ☐ The Division manages over \$184 Million Dollars in Budgets City-Wide
- ☐ The Division has received the GFOA Budget & CAFR Award annually.
- ☐ The Division processed over \$167 Million payments in 2015 and issued 1,460 purchase orders.

## DIVISION AT A GLANCE

### BUSINESS SERVICES DIVISION

#### Budget Summary

The total Business Services Division budget increased 5.18% in FY 2015-2016 due to the increased cost of sanitation services, a merit increase and annual contract maintenance costs. No new positions have been added in FY 2015-2016.

Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Finance	\$ 413,025	\$ 486,880	\$ 509,398	4.62%
Accounting	297,295	442,424	457,072	3.31%
Purchasing	81,240	81,431	84,532	3.81%
Tax Assessment	256,639	273,800	273,800	0.00%
Information Technology	701,380	733,794	821,792	11.99%
Sanitation	2,159,104	2,127,335	2,208,000	3.79%
Budget	71,748	86,783	87,143	0.41%
City Secretary	313,299	320,564	347,053	8.26%
<b>Total</b>	<b>\$ 4,293,731</b>	<b>\$ 4,553,010</b>	<b>\$ 4,788,790</b>	<b>5.18%</b>

Division Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 1,490,324	\$ 1,611,516	\$ 1,694,165	5.13%
Operations	2,803,406	2,941,494	3,094,625	5.21%
Capital Projects				
<b>Total</b>	<b>\$ 4,293,731</b>	<b>\$ 4,553,010</b>	<b>\$ 4,788,790</b>	<b>5.18%</b>

## **FINANCE DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Finance Department is to administer, support and guide the financial programs of the City in an effective manner that allows for creation and development of the annual service programs and budgets, monthly reports, annual reports and creditable bond ratings

### **Department at a Glance**

The Finance Department includes the Business Services Director, Assistant Business Services Director and Executive Secretary. The Finance Department budget increased 4.62% in FY 2015-2016 due to a merit increase and a slight increase in contract services.

### **Key Goals and Objectives**

#### **Goal 1**

Maintain strict financial accountability.

##### **Objectives:**

- Administer the recording and reporting of all financial transactions.
- Work closely with auditors and oversee the annual audit process ensuring all financial statements and policies are a true and accurate picture of the city's finances.
- Maintain strict compliance with generally accepted accounting principles.

#### **Goal 2**

Maintain strong financial control and budget compliance.

##### **Objectives:**

- Review and report to the City Council and City Manager the status of financial activity on a monthly basis.
- Provide strict control over expenditures and all accounting transactions to ensure proper authorization prior to the encumbrance and/or purchase of goods and services.
- Maintain auditable records in accordance with generally accepted auditing standards.
- Implement new technology improvements to provide accurate and timely financial data.

#### **Goal 3**

Maintain financial credibility with the investment community necessary to ensure the availability of future capital spending.

##### **Objectives:**

- Maintain a 1.10 Bond Covenant that includes a 1.30 Utility Debt Coverage factor annually.
- Search for ways to improve the revenue position and reduce funding costs.
- Ensure open communication with all bond rating agencies and financial markets.

### **Performance Objectives**

- Enhance the bond rating of the city in all funds.
- Review and revise the city's rate structure as needed.
- Publish annual and semi-annual reports.
- Maintain strong financial management in all funds.

Finance	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Annual Audit	1	1	1	1
Financial Reports to City Council	12	12	12	12
Invoices Submitted for Payment	13,836	12,863	13,506	13,911
Checks Processed	13,836	12,864	13,507	13,912
Purchasing Cards Processed	125	135	138	138
Workload				
Debt Managed (Millions)	\$ 184	\$ 234	\$ 245	\$ 238
Average Daily Investments	100M	100M	66.2M	66M
Operating Budgets Managed (Millions)	135M	153M	156M	184M
Tax Collections	\$ 31,952,007	\$ 32,964,393	\$ 35,151,810	\$ 37,329,436
Productivity				
Tax Collection Rate	100%	100%	100%	100%
GFOA CAFR Award	1	1	1	1
Departmental Budget Meetings	20	20	24	24
Effectiveness				
Bond Rating Upgrades				
Percent Savings of Bond Upgrades	2%	2%	2%	2%
Debt as a percentage of Total Taxes	36.46%	37.00%	37.00%	37.00%
Fund Balance-General Fund	\$ 10,604,212	\$ 11,657,018	\$ 11,657,018	\$ 11,657,018
Fund Balance Requirement of 25% Accomplished	108%	128%	100%	100%

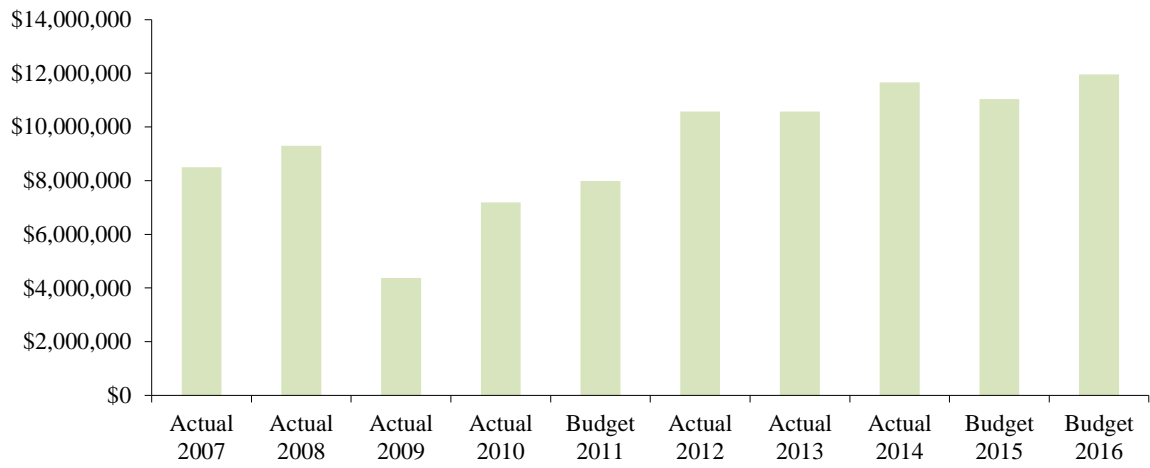
#### Measurable Outcomes:

- Due to timing of debt issuance, debt ratios have remained constant.
- In 2016, the Fund balance will exceed \$12,000,000.
- The city will maintain or improve the bond ratings from all three major Bond Rating Agencies.

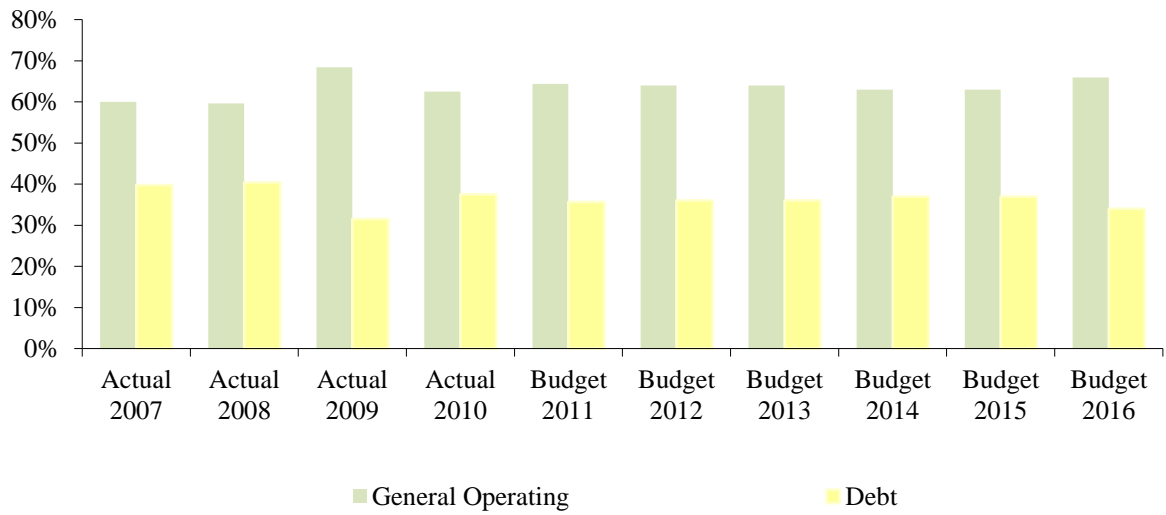
Finance Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 349,708	\$ 435,291	\$ 452,362	3.92%
Operations	63,318	51,589	57,036	10.56%
Capital Projects				
Total	\$ 413,025	\$ 486,880	\$ 509,398	4.62%

	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Full Time Equivalent Positions				
Business Services Director	1	1	1	
Asst. Business Services Director	1	1	1	
Executive Secretary	1	1	1	
Total	3	3	3	

### Unreserved General Fund Balance



### Historical General Fund Summary



## **ACCOUNTING DEPARTMENT**

### **MISSION STATEMENT:**

The Accounting Department mission is to provide an accounting system for safeguarding the city's assets through the recording and reporting of financial transactions in a manner consistent with Generally Accepted Accounting Principles and legally mandated standards.

### **Department at a Glance**

The Accounting Department includes the Accounting Supervisor, Accounts Payable Clerk and a Staff Accountant. The accounting budget increased 3.31% in FY 2015-2016 due to a merit increases.

### **Key Goals and Objectives**

#### **Goal 1**

Provide all users with accurate financial data on a timely basis.

Objectives:

- Disburse reports to service departments within 5 business days after month end closing.
- Compile monthly financial reports to the Assistant Finance Director at the close of the month.
- Submit reports to regulatory agencies as requested.

#### **Goal 2**

Receive the award for the CAFR for outstanding financial reporting from the Government Finance Officers Association.

Objectives:

- Prepare the annual report in accordance with generally accepted accounting principles.
- Implement the latest accounting changes that provide accurate financial reports to both internal and external customers.
- Prepare all reports in a manner to ensure readability and create artistic appeal.
- Ensure all assets are accurately reflected in the annual CAFR.

#### **Goal 3**

Ensure all financial controls are sufficient.

Objectives:

- Safeguard assets against loss from unauthorized loss or dispositions.
- Ensure payments submitted and purchase card transactions are processed in accordance with financial policy.
- Ensure all invoices and payments are made in a timely manner to receive discounts whenever possible.

### **Performance Objectives**

- Pay all invoices submitted within 30 days.
- Process all purchase card transactions within 30 days.
- Ensure all payments are applied correctly to the appropriate accounts

Accounting	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Invoices submitted for payment	13,836	12,863	13,506	13,911
Checks processed for payment	13,836	12,863	13,506	13,911
Purchase Cards processed for payment	125	135	138	138
Invoices reviewed for payment	13,836	12,863	13,506	13,911
Workload				
Payments Disbursed (Millions)	144	153	156	184
Purchase Card processed	125	135	135	135
Payrolls processed	28	28	28	28
Journal entries processed	4,100	4,300	5,159	5,159
Productivity				
Invoices processed	13,913	14,052	14,052	14,052
Purchase Cards processed	125	135	138	138
Financial Reports Compiled	14	14	14	14
Effectiveness				
Payments processed within 30 days	100%	100%	100%	100%
Purchase Cards processed within 30 days	100%	100%	100%	100%
Average Time for payment approval (days)	3	3	3	3

#### Measurable Outcomes:

- All payments are processed within 30 days.
- Purchase cards have been issued to reduce the amount of invoice processing and reducing processing costs.

Accounting Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 238,270	\$ 259,473	\$ 275,152	6.04%
Operations	59,025	182,952	181,921	-0.56%
Capital Projects				
Total	\$ 297,295	\$ 442,424	\$ 457,072	3.31%

	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Full Time Equivalent Positions				
Accounting Supervisor	1	1	1	
Accountant	1	1	1	
Accounts Payable Clerk	1	1	1	
Total	3	3	3	

## **PURCHASING DEPARTMENT**

### **MISSION STATEMENT:**

The Purchasing Department mission is to provide a cost effective platform that enables the City's departments to purchase the needed goods and services necessary for the operations of the departmental programs of the City to meet the needs of the citizens of the City of Mansfield, Texas.

### **Department at a Glance**

The Purchasing Department has relegated the ordinary purchasing activity of the department to the City's individual departments. Staffing of the Purchasing Department is equally allocated between the Budget Department and the Purchasing department. The Purchasing Department budget increased 3.81% due to a merit increase and additional supply requirements.

### **Key Goals and Objectives**

#### **Goal 1**

Continue to develop a centralized purchasing program that is cost effective and provides end users with the "best value".

##### **Objectives:**

- Provide bulk buying opportunities whenever possible.
- Utilize cooperative purchasing agreements to reduce costs and provide timely purchases of goods and services.
- Educate and provide service departments with "E-Commerce" opportunities utilizing web based buying and disposition of retired assets.
- Develop specifications that may be used by multiple departments.

#### **Goal 2**

Utilize the latest technology to enhance the purchasing process.

##### **Objectives:**

- Continue to utilize "on-line" purchasing opportunities to procure goods and services.
- Utilize vendor web sites to provide direct access to all goods and services and reduce procurement costs.
- Utilize web based bid tabulation opportunities and HUB vendor notifications.
- Dispose of retired city assets utilizing on line auctions.

#### **Goal 3**

Ensure compliance with the City's purchasing policies.

##### **Objectives:**

- Ensure all legislative changes are incorporated into the city purchasing policy.
- Ensure purchase order thresholds and requirements are met by all departments.
- Educate and train all departments in the purchasing process to ensure compliance with all local, state and federal law.

### **Performance Objectives**



- Utilize technology to enhance the purchasing function.
- Ensure compliance with the purchasing policy.
- Ensure timely issuance of purchase orders.
- Provide service departments with “E-Commerce” opportunities.

Purchasing	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Request for Purchase Orders	1,391	1,463	930	977
Payment Authorizations Submitted	19,296	19,489	19,252	19,252
Vendor Applications Reviewed	210	176	210	200
"On-Line" Auctions	6	12	7	7
Workload				
Purchase Orders Issued	1,391	1,463	1,507	1,552
Payment Authorizations approved	19,296	19,489	19,252	19,252
Specification Development (hours)	48	60	60	60
Vendors Approved	282	275	275	275
Productivity				
Dollar Value of Purchase orders	\$ 46,770,162	\$ 65,915,417	\$ 67,892,880	\$ 69,929,666
City-Wide Specifications Developed	11	4	6	6
Effectiveness				
Cooperative Purchasing Agreements	8	8	8	8
Purchase Orders issued within 5 days	100%	100%	100%	100%
Vendors approved within 5 days	100%	100%	100%	100%
Proceeds from auctioned property	\$ 54,296	\$ 62,085	\$ 2,120	\$ 2,120

#### Measurable Outcomes:

- All payments are processed within 30 days.
- All purchase orders are issued within 5 days.
- On Line auctions have resulted in additional net proceeds from the sale of obsolete equipment and reduced expenses related to live auctions.

Purchasing Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 71,188	\$ 74,633	\$ 77,173	3.40%
Operations	10,052	6,798	7,360	8.27%
Capital Projects				
Total	\$ 81,240	\$ 81,431	\$ 84,532	3.81%

	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Full Time Equivalent Positions Budget & Purchasing Director*	0.5	0.5	0.5	
Total	0.5	0.5	0.5	

\*Split with the Budget Department.

## **BUDGET DEPARTMENT**

### **MISSION STATEMENT:**

The Budget Department mission is to develop, coordinate and monitor the city's budget program for each department, budget amendments and keep management informed of budgeted revenue and expenditure patterns throughout the budget year.

### **Department at a Glance**

The Budget Department salary and benefits cost are split with the purchasing department. The budget department budget did not increase due to reduced costs for reproduction and printing.

### **Key Goals and Objectives**

#### **Goal 1**

Maintain the integrity of the adopted budget in all funds.

##### **Objectives:**

- Approve only budgeted expenditures unless otherwise authorized by City Council or management.
- Provide real time line item expenditures to all service departments for review.
- Monitor revised appropriations to ensure the availability of funds and legal compliance.

#### **Goal 2**

Prepare the city's budget based on City Council and City Manager prioritization of new and existing programs utilizing available resources.

##### **Objectives:**

- Ensure City Council and City Administration priorities are addressed in the budget.
- Incorporate policy and performance objectives into the operating budgets of all service departments.
- Require detailed justification for any new program that may require additional funding.

#### **Goal 3**

Continue to receive the GFOA Outstanding Budget Presentation Award.

##### **Objectives:**

- Prepare the budget document incorporating revenues, expenditures, performance measures and statistical analysis to present a balanced budget.
- Create a budget document that is easy to read, appealing to the reader and contains all budget information related to the City's Annual Service Plan.
- Provide access to the budget document in a PDF format and on the City of Mansfield website

### **Performance Objectives**

- Obtain the Outstanding Budget Award Presentation.
- Enhance the budget document using charts, graphs and tables.
- Ensure actual expenditures do not exceed budgeted expenditures.

Budget	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Departmental Budget Meetings	15	15	18	18
Scheduled Budget Workshops	3	2	2	2
Financial Reports Submitted	12	12	12	12
Line Item Supply Cost List	422	420	435	435
Workload				
GFOA Award Submission	1	1	1	1
Long Term Financial Plan Meetings	2	2	2	2
Operating Budgets Managed (Millions)	144M	153M	156M	184M
Productivity				
Percent of Actual vs. Budget Expenditures	100%	100%	100%	100%
Reproduction Savings	\$ 41,657	\$ 25,000	\$ 66,233	\$ 66,233
Effectiveness				
Distinguished Budget Award	1	1	1	1
Actual vs. Budget Expenditures	100%	100%	100%	100%
Percent of Actual vs. Budget Expenditures	100%	100%	100%	100%

#### Measurable Outcomes:

- Expenditures historically have not exceeded budget amounts.
- Long Term planning has become an integral part of the budget process.
- Budget projections are quantifiable and utilize historical patterns to develop multi-year trends.

Budget Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 67,682	\$ 74,633	\$ 76,173	2.06%
Operations	4,066	12,150	10,970	-9.71%
Capital Projects				
Total	\$ 71,748	\$ 86,783	\$ 87,143	0.41%

	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Full Time Equivalent Positions				
Budget & Purchasing Director*	0.5	0.5	0.5	
Total	0.5	0.5	0.5	

\*Split with the Purchasing Department.

## **INFORMATION TECHNOLOGY DEPARTMENT**

### **MISSION STATEMENT:**

The Information Technology Department's mission is to provide support, maintain and continuously seek to improve a high quality, cost effective local and wide area network (LAN/WAN) that meets current and future requirements for staff and the citizens of the City of Mansfield, Texas.

### **Department at a Glance**

The Information Technology Department budget increased 11.99% due to a 3% merit increase and increase in annual maintenance contract requirements. The Information Technology Department includes the IT Director, Assistant Director, Web Master and Network Administrator.

### **Key Goals and Objectives**

#### **Goal 1**

Implement VOIP (Voice Over IP) at all city facilities.

Objectives:

- Expand phone system at new service center to include all city facilities.
- Enable 4-digit dialing between buildings.
- Enable transfer of calls between buildings.

#### **Goal 2**

Increase efficiency and storage in aging server environment.

Objectives:

- Purchase SAN (Storage Area Network).
- Consolidate server environment utilizing virtualization.
- Create smaller server footprint leading to energy savings.

#### **Goal 3**

Maintain current levels of departmental support.

Objectives:

- Continue to provide annual maintenance and support.
- Reduce cost whenever feasible.
- Keep response times to a minimum.

### **Performance Objectives**

- Implement VOIP (Voice Over IP) at all city facilities.
- Increase efficiency and storage in aging server environment.
- Maintain current levels of departmental support.

Information Technology	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Department troubleshooting Requests	5,200	5,201	5,461	5,734
Computer's Monitored	400+	400+	400+	400+
Software applications	13	13	15	15
Workload				
Average IT Jobs Daily	20	20	20	20
E-Mail Accounts Maintained	355+	360+	360+	360+
Public Safety Mobile Data Terminals	75	78	88	88
Computer's Monitored	400+	400+	400+	400+
Productivity				
Linear Feet of LAN & WAN	206,000	206,000	206,000	206,000
Communication Devices Maintained	1000+	1026+	1026+	1026+
Software applications	13	13	13	13
Effectiveness				
Service Requests answered within 2 hours	100%	100%	100%	100%
Downtime of city network	Less than 1%	Less than 1%	Less than 1%	Less than 1%

#### Measurable Outcomes:

- Better communication between citizens and employees.
- Ability to spin up new server quickly as needed.
- Reduce electricity use.

IT Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 490,345	\$ 493,771	\$ 525,875	6.50%
Operations	211,035	240,023	295,918	23.29%
Capital Projects				
Total	\$ 701,380	\$ 733,794	\$ 821,792	11.99%

	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Full Time Equivalent Positions				
IT Director	1	1	1	
IT Manager	1	1	1	
City Web Master	1	1	1	
Desk Top Support Specialist	1	1	1	
Total	4	4	4	

## **SANITATION DEPARTMENT**

### **MISSION STATEMENT:**

The Sanitation Department mission is to provide the citizens of Mansfield, Texas a cost effective, resource conscious, waste disposal process that removes refuse and recyclable materials of residents and businesses within the City of Mansfield, Texas.

### **Department at a Glance**

The City of Mansfield, Texas has individually contracted with its Sanitation Services Company to perform the collection of refuse and recyclable materials on behalf of the City of Mansfield, Texas. The relationship between the City of Mansfield, Texas and the company is administered through the Finance Department and the City Administration department. The Sanitation budget increased 3.79% due to increased commercial and residential customers.

### **Key Goals and Objectives**

#### **Goal 1**

Increase residential and commercial participation in the recycling program.

Objectives:

- Educate and inform the citizens as to the value of recycling.
- Research and find ways to make recycling easier and fun for citizens.
- Convey to participants the necessity to recycle and extend the life of local landfills.
- Develop the recycling cart program to fit the individual needs of the citizens.

#### **Goal 2**

Work with the contractor to increase public satisfaction.

Objectives:

- Increase communication by resolving complaints immediately.
- Require the contractor to use the latest technology and equipment to service the citizens.
- Require the contractor to project a professional image by using up to date equipment and a professional workforce.

#### **Goal 3**

Provide the "Best Value" to the citizens.

Objectives:

- Work with the disposal contractor to ensure residential and commercial customers receive the best service available by requiring a regular schedule city wide.
- Establish minimum service levels to ensure customer satisfaction.
- Monitor service levels and rates structure within the marketplace as compared to the City's services and fees.
- Adhere to minimum service levels to ensure customer satisfaction.

### **Performance Objectives**

- Increase the use of recycling by citizens and commercial accounts.
- Reduce service complaints.

Sanitation	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Waste Disposal Accounts (residential)	17,431	17,780	17,455	17,791
Wasted Disposal Accounts (commercial)	140	140	140	147
Workload				
Annual Waste Disposal Pick-Ups	1,827,384	1,863,640	1,829,880	1,865,552
Waste Disposal Area (sq. miles)	36.64	36.64	36.64	36.64
Productivity				
Avg. Residential Pick-Up per Week	2	2	2	2
Percent of Disposal Pick-Ups Weekly	100%	100%	100%	100%
Effectiveness				
Complaints resolved within 24 hours	100%	100%	100%	100%

**Measurable Outcomes:**

- Customer complaints are resolved within 24 hours of receipt.
- Recycling has increased due to public education and the availability of recycling bins at city hall.

Sanitation Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services				
Operations	\$ 2,159,104	\$ 2,127,335	\$ 2,208,000	3.79%
Capital Projects				
Total	\$ 2,159,104	\$ 2,127,335	\$ 2,208,000	3.79%

## TAX ASSESSING AND COLLECTION DEPARTMENT

### MISSION STATEMENT:

The Tax Assessing and Collection department mission is to provide cost effective service in the collection of current property tax collection, delinquent property tax accounts and provide accurate accounting of the property tax collections for the City of Mansfield.

### Department at a Glance

The Tax Assessing and Collection function is performed by a contract with the Tarrant County Tax Assessor-Collector. The department has no staffing and operating costs are contractual costs for the service provided by the County Tax Assessor. The operating budget did not increase in FY 2015-2016

### Key Goals and Objectives

#### Goal 1

Provide a cost effective and efficient service to the citizens.

#### Objectives:

- Contract with Tarrant County for the collection of all taxes.
- Record and report monthly tax collections to the Business Services Division.

### Performance Objectives

- Ensure the efficient collection of all property taxes.

Tax Assessment	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Taxable Valuation (millions)	\$ 4,512	\$ 4,690	\$ 4,974	\$ 5,002
Statements Mailed	22,024	23,729	21,149	21,727
Workload				
Taxable Accounts (includes mineral properties)	22,024	23,729	21,149	21,727
Current Collections	\$ 30,877,646	\$ 32,964,394	\$ 35,153,810	\$ 37,329,436
Productivity				
Statements Mailed	22,024	23,729	21,149	21,727
Effectiveness				
Collection rate	100%	100%	100%	100%

### Measurable Outcomes:

- Collect 100% of all current and delinquent property taxes.

Tax Assessment	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services				
Operations	\$ 256,639	\$ 273,800	\$ 273,800	0.00%
Capital Projects				
Total	\$ 256,639	\$ 273,800	\$ 273,800	0.00%



## **CITY SECRETARY DEPARTMENT**

### **MISSION STATEMENT:**

The City Secretary's Department mission is to provide maintenance and custodianship of City Council minutes, all legal documents, records management, conduct elections, develop City Council packets, attend and record the minutes of each meeting and serve City Council on various secretarial duties, notifications and arrangements.

### **Department at a Glance**

The City Secretary's Department budget increased 8.26% in FY 2015-2016 due to a 3% merit increase, and increased costs of records storage and meeting expense.

### **Key Goals and Objectives**

#### **Goal 1**

Ensure the integrity of records and historical information of the City of Mansfield.

Objectives:

- Continue development of a comprehensive system of protecting archival records to assure preservation of the city's legislative history.
- Maintain a records management filing system that will efficiently preserve and allow expedient retrieval of information.

#### **Goal 2**

Maintain a professional, legal and ethical municipal election process.

Objectives:

- Reduce the cost of holding elections with no reduction in the efficiency with which they are conducted.
- Continue to improve the candidate information booklet in order to assist candidates in meeting mandated responsibilities and requirements.
- Continue to attend election training seminars and provide education to the Mansfield election judges, clerks, city council, management and the citizens.

#### **Goal 3**

Continue to develop an effective Records Management Program.

Objectives:

- Establish a storage and document destruction system by utilizing web based access and retrieval system to provide real time access.
- Continue to provide off -site storage to reduce in house storage and destruction costs.

### **Performance Objectives**

- Ensure the integrity of the legal documents of the City.
- Continue to enroll ordinances and resolutions as mandated by city council.
- Ensure the integrity of the election process.

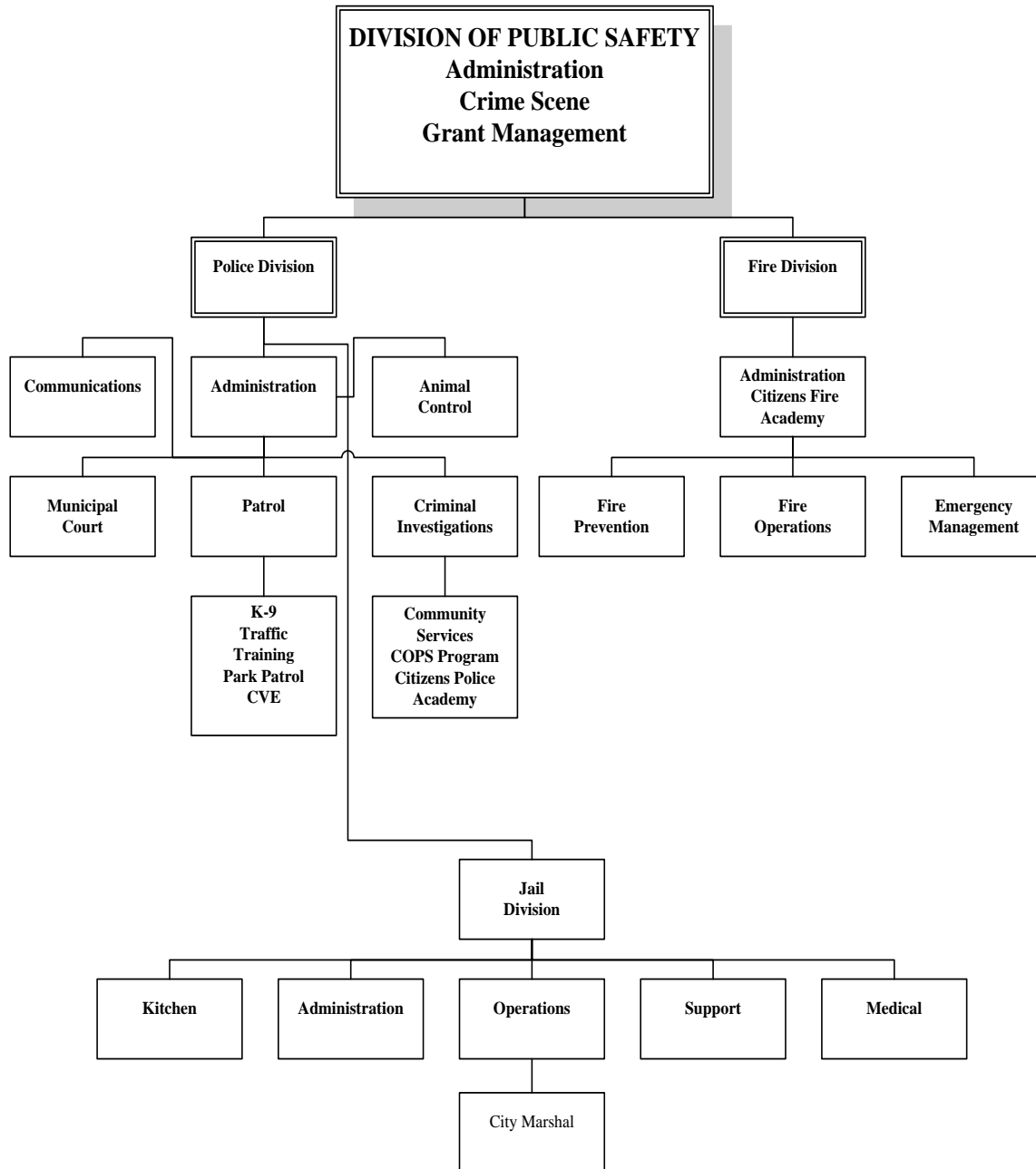
	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
City Secretary				
Demand				
Council Meetings	31	35	38	40
Open Record Requests	228	428	450	475
Special Meetings	7	11	14	20
Emergency Meetings	1	-	1	1
Workload				
Ordinances Enrolled	41	34	40	50
Resolutions Enrolled	96	99	90	125
Public Hearings	58	55	55	65
Productivity				
Open Records Request-30 days	1	1	1	1
Staff Hours-Open Record Requests.	100	50	125	150
Implementation of New Software			1	2
Effectiveness				
Open Records Request-30 days	100%	100%	100%	100%
Staff Hours-Open Record Requests.	60	50	125	150
Implementation of New Software			1	2

#### Measurable Outcomes:

- Open records requests are processed within 10 working days of submission.
- By contracting with Tarrant County for elections, the City of Mansfield reduces the costs of processing, securing and renting election software and hardware and provides the citizens with several election sites.

City Secretary	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 273,133	\$ 273,715	\$ 287,431	5.01%
Operations	40,167	46,848	59,622	27.27%
Capital				
Projects				
Total	\$ 313,299	\$ 320,564	\$ 347,053	8.26%

	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
City Secretary	1	1	1	
Assistant City Secretary	1	1	1	
Records Manager	1	1	1	
Total	3	3	3	



## **Do You Know?**

**The Mansfield Police Department Patrol Department is expected to answer 72,641 calls for service in 2016.**

**The Mansfield Fire Department maintains an ISO rating of 2.**



## DIVISION AT A GLANCE

### PUBLIC SAFETY DIVISION

#### Budget Summary

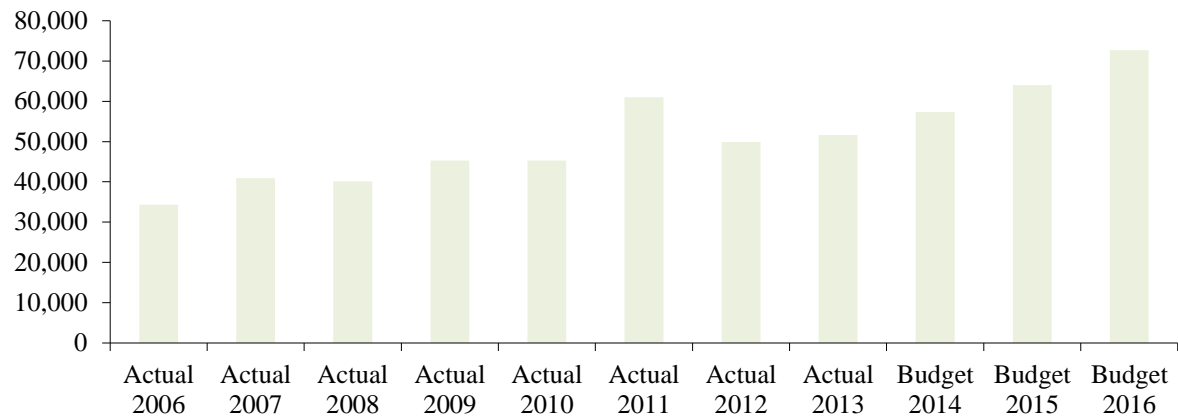
The Public Safety Division budget increased by \$1,387,985 or 5.37%. The increase is due to a 3% merit increase and equity adjustments, increased utility costs related to the new tactical training center, communications expansion, animal control expansion and the justice lane facility, overtime costs and related supply increases. No new positions were added in FY 2015-2016.

Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Public Safety Administration	\$ 602,924	\$ 631,746	\$ 656,339	3.89%
Police Administration	1,510,329	1,606,331	1,455,852	-9.37%
Communications	1,838,662	2,382,865	2,622,233	10.05%
Patrol Operations	5,522,057	5,742,677	6,045,542	5.27%
CID	2,208,116	2,265,872	2,609,759	15.18%
Animal Control	561,561	599,594	640,516	6.82%
Commercial Vehicle Enforcement	265,111	260,218	277,025	6.46%
Traffic	426,632	414,836	444,280	7.10%
K-9	218,918	231,101	242,057	4.74%
Community Resource	233,164	253,454	164,419	-35.13%
Municipal Court	600,055	615,645	638,170	3.66%
Training	62,060	167,273	158,252	-5.39%
Park Patrol*		160,031		
Grants	119,720			
Fire Administration	948,375	815,639	887,355	8.79%
Fire Prevention	726,089	682,701	721,605	5.70%
Emergency Management	29,226	35,974	187,649	421.62%
Fire Operations	8,952,607	8,990,397	9,493,286	5.59%
<b>Total</b>	<b>\$ 24,825,606</b>	<b>\$ 25,856,354</b>	<b>\$ 27,244,339</b>	<b>5.37%</b>

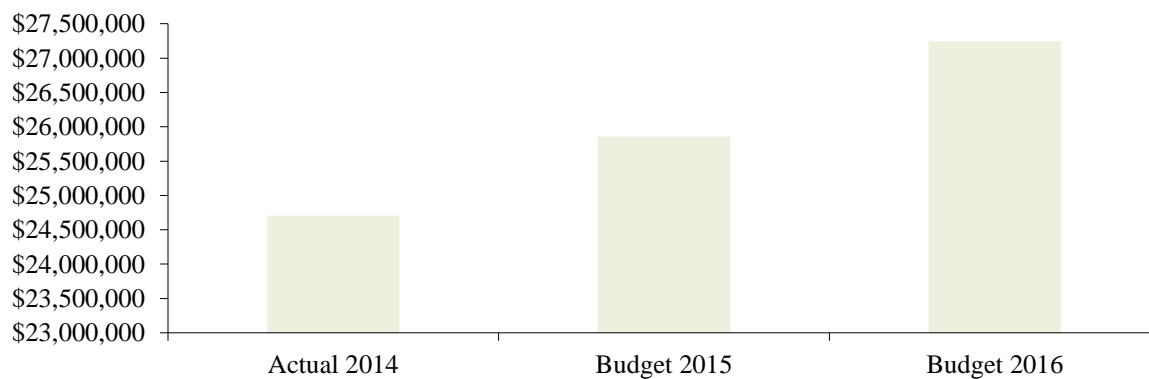
Division Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 21,378,897	\$ 21,918,767	\$ 23,159,510	5.66%
Operations	3,437,061	3,937,587	4,084,829	3.74%
Capital Projects	9,648			
<b>Total</b>	<b>\$ 24,825,606</b>	<b>\$ 25,856,354</b>	<b>\$ 27,244,339</b>	<b>5.37%</b>

The Public Safety Division encompasses all aspects of emergency services and technical support for the police, fire and jail divisions within the City of Mansfield.

### Patrol Calls for Service



### Public Safety Operating Budget



Public Safety Division	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Public Safety	1	1	1	
Legal Assistant/Grant Manager	1	1	1	
Crime Science Director	1	1	1	
Crime Scene Technician	1	1	1	
Police Chief*	0	1	0	
Assistant Chief	2	3	2	-1
Training Sergeant	1	1	1	
Custodian	1	1	1	
Administrative Support	4.5	5	5	0
Communications Supervisor	1	1	1	
Radio Systems Manager	1	1	1	
Assistant Technical Services Mgr.	1	1	1	
Dispatchers	21	21	21	
Assistant Police Chief	1	1	1	
Patrol Captain	1	1	1	
Patrol Sergeant	5	5	5	
Patrol Corporals	5	6	6	
Motor Officers	2	2	2	
K-9 Officers	2	2	2	
Patrol Officers	36	34	38	4
Park Patrol Officers		2	0	-2
Commercial Vehicle Enforcement	2	2	2	
Traffic Investigator	1	1	1	
CID Captain	1	1	1	
CID Sergeant	3	3	3	
Property Technician	1	2	2	
Detectives	9	8	9	1
Detective-Polygraph	1	1	1	
Civil Investigator		1	1	
Crime Analyst	1	1	1	
Victims Assistance Coordinator	1	1	1	
Community Resource Officers	2	2	1	-1
Municipal Judge	1	1	1	
Court Administrator	1	1	1	
Deputy Court Clerk	4	4	4	
Baliff	1	1	1	
Task Force-Grant Funded		0	2.5	2.5
Fire Chief	1	1	1	
Assistant Fire Chief	2	2	2	
Fire Marshal/Assistant Fire Chief	1	1	1	
Fire Inspector	4	4	4	
Fire Services Director	1	1	1	
Secretary	1	1	1	
Battalion Chief	4	4	4	
Captains	7	7	7	
Lieutenants	7	7	7	
Apparatus Operator	12	12	12	
Firefighter	43	43	43	
Animal Control Supervisor	1	1	1	
Animal Control Officers	3	3	3	
Receptionist	1	1	1	
Kennel Technician	1.5	2	2	
Total	207	212	214.50	2.5

## **PUBLIC SAFETY ADMINISTRATION AND GRANT MANAGEMENT**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Public Safety Administration Department includes the Public Safety Director, Legal Assistant/Grant Manager, Crime Scene Director and Crime Scene Technician. The Public Safety Administration department budget increased 3.89%% due to a 3% merit increase.

### **Key Goals and Objectives**

#### **Goal 1**

Enhance open lines of communication with all public safety employees, citizens and city departments.

Objectives:

- Continue to respond to all citizen and employee inquiries in a timely manner.
- Continue to provide legal opinions relating to litigation matters for public safety departments.
- Attend command staff meetings to provide input and answer questions as deemed necessary.

#### **Goal 2**

Refine the usage of the Universal Latent Workstation.

Objectives:

- Have quarterly joint training exercises in searching the database.
- Facilitate awareness of capabilities to increase patrol latent submissions.
- Optimize process for submissions to Texas DPS and the FBI.

#### **Goal 3**

Enhance the Grant program through the use of technology.

Objectives:

- Expand the initiative to electronically track the grant submission and file the same through the document management system.
- Enhance the project management through electronic document management system.
- Ensure project managers understand grant requirements and limitations to accept and execute grant awards.

### **Performance Objectives**

- Maintain open lines of communication with all public safety employees, citizens and city departments.
- Complete training and certification of SCI staff to utilize the Universal Latent Workstation.
- Maintain project records electronically to exceed the grant award requirements.



Public Safety Administration	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Population Increase	1%	1%	1%	1.6%
Calls for Service	51,606	57,356	64,000	72,641
Service Area (miles)	36.64	36.64	36.64	36.64
Workload				
Division Staffing	4	4	4	4
Grants Applications	18	13	11	12
Grants Received	6	7	5	8
Grants-Dollar Value	\$186,129	\$316,848	\$302,710	\$305,698
Grants-City Required Funding	1	1	2	1
Operating budget	\$543,751	\$577,100	\$631,746	\$646,763
Productivity				
Average cost per Citizen	\$9.45	\$9.86	\$10.20	\$10.62
Grants Applications	18	13	11	12
Grants Received	6	7	5	8
Department Budget Meetings	8	8	8	8
Effectiveness				
Department Turnover	0	0	22	0
Training Hours per Officer	NA	NA	NA	NA
Percent of Mandatory Training	Over 100%	Over 100%	100%	100%
Grants Received	6	7	5	8
Grants-Dollar Value	186,129	\$316,848	\$ 302,710	\$ 305,698
Grants-City Required Funding	1	1	2	1

**Measurable Outcomes:**

- Maintain open lines of communication with all public safety employees, citizens and city departments.
- Complete the implementation of the Universal Latent Workstation.

Public Safety Administration Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 552,595	\$ 561,341	\$ 587,053	4.58%
Operations	50,329	70,406	69,286	-1.59%
Capital Projects				
Total	\$ 602,924	\$ 631,746	\$ 656,339	3.89%

Public Safety Administration Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Director of Public Safety	1	1	1	
Legal Assistant/Grant Manager	1	1	1	
Crime Scene Director	1	1	1	
Crime Scene Technician	1	1	1	
Total	4	4	4	

## **POLICE ADMINISTRATION**

### **MISSION STATEMENT:**

The mission of the Mansfield Police Department is to provide the highest level of service, in partnership with the community and to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Police Administration Department includes two (2) Assistant Police Chiefs, one (1) training sergeant, one (1) Administrative Assistant, four (4) administrative staff and one (1) custodian to support the police division. The Administration Department budget decreased by 9.37% due to one position being moved to criminal investigations and a reduction in contract costs.

### **Key Goals and Objectives**

#### **Goal 1**

Continue archiving paper police records to digital format.

Objectives:

- Increase storage capabilities by moving to a digital format.
- More effective retrieval of archived documents.
- Improve the paper to digital disbursement of documents.

#### **Goal 2**

Receive recognition status through the Texas Police Chief's Association Law Enforcement Recognition/"Best Practices" program.

Objectives:

- Complete submission of designated policies to the recognition manager for review and approval.
- Prepare for on-site evaluation of those policies required to be visually examined by a Recognition Assessor.
- Receive recognition status within one year.

#### **Goal 3**

Continue with management succession planning.

Objectives:

- Identify critical training for each position of management.
- Identify the education requirements to achieve advancement.
- Provide a written path for advancement to include interview techniques.

### **Performance Objectives**

- Continue archiving paper police records to digital format.
- Receive recognition status through the Texas Police Chief's Association Law Enforcement Recognition/"Best Practices" program.
- Continue with management succession planning.

Police Administration	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Population Increase	1%	1%	1%	1.6%
Calls for Service	51,606	57,356	64,000	72,641
Service Area (miles)	36.64	36.64	36.64	36.64
Workload				
Division Staffing	10	10	10	9
Arrests	1,666	1,673	2,252	2,107
Operating budget	\$1,290,570	\$1,510,329	\$1,606,331	\$1,455,852
Productivity				
Average cost per Citizen	\$22.70	\$27.16	26.49	24.2
Department Budget Meetings	8	8	8	15
Effectiveness				
Department Turnover	0	0	7	0
Training Hours per Officer	80.75	80.75	80.75	80.75
Percent of Mandatory Training	Over 100%	Over 100%	Over 100%	Over 100%

#### Measurable Outcomes:

- Increase storage space utilizing technology.
- Receive recognition status.
- Complete advancement objectives for the existing management team.

Police Administration Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 972,209	\$ 1,033,255	\$ 894,763	-13.40%
Operations	538,121	573,076	561,089	-2.09%
Capital Projects				
Total	\$ 1,510,329	\$ 1,606,331	\$ 1,455,852	-9.37%

Police Administration Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Police Chief	1	1	0	-1
Assistant Chief		2	2	
Commanders	2	0	0	
Training Sergeant	0	1	1	
Administrative Assistant	1	1	1	
Property Technician	0	0	0	
Custodian	1	1	1	
Administrative Support	4	4	4	
Total	9	10	9	-1

## **COMMUNICATIONS**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Public Safety Communications Department includes the Communications Supervisor, one (1) radio systems manager, one (1) assistant radio systems manager and twenty-one (21) dispatch positions. The communications department budget increased 10.05% due to a 3% merit increase, additional radios and radio related equipment, annual contract service cost increases and supply cost increases.

### **Key Goals and Objectives**

#### **Goal 1**

Enhance the Communications Division (Tele Communicator) in service training program.

Objectives:

- Host specialized in service training to division employee and opens the same training to outside agencies.
- Train in house Communications TCOLE instructor to establish an in service training team.
- Enhance the divisions staffs skill set through specific training.

#### **Goal 2**

Enhance the emergency readiness plan for the Communication Division.

Objectives:

- Ensure all staff receives reoccurring emergency readiness training through scenario drills.
- Conduct backup 911 center activations/table top discussions for all shifts.
- Conduct three (3) incident command table top exercises.

#### **Goal 3**

Engage in the community to educate citizens about the Communications Division and the services provided to them. The level of professionalism and competence of all members of the Division through increased training requirements/opportunities.

Objectives:

- Participate in the educational role in scheduled programs and events.
- Demonstrate the proper purpose of the Public Safety Answering Point.
- Provide the youth community with tours of the Communication Center and educate them on what the Emergency 9-1-1 Tele Communicator is and does.

### **Performance Objectives**

- Enhance the Communications Division (Tele Communicator) in service training program.
- Enhance the emergency readiness plan for the Communication Division.
- Engage in the community to educate citizens about the Communications Division and the services provided to them.

	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Communications				
Demand				
Calls for Service	77,678	86,627	95,000	95,000
911 calls for Service	31,960	36,166	43,000	43,000
Workload				
Calls for Service	77,678	86,627	95,000	95,000
Calls for Service per 8 hour	59	79	91	91
911 calls per 8 hour shift	29	33	39	39
Productivity				
Avg. Cost per Citizen	\$ 25.40	\$ 33.15	\$ 39.71	\$ 44.35
Average Staffing per Shift	4	4	5	4
Effectiveness				
Dispatched calls under 8	96%	97%	97%	97%
Percent of mandatory training	100%	100%	100%	100%

#### Measurable Outcomes:

- Enhance the Communications Division (Tele Communicator) in service training programs.
- Conduct three (3) incident command table top exercises.
- Participate in a minimum four (4) community functions and educate citizens about the Communication Division.

Communications	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 1,605,226	\$ 1,798,994	\$ 1,936,074	7.62%
Operations	233,436	583,871	686,159	17.52%
Capital				
Projects				
Total	\$ 1,838,662	\$ 2,382,865	\$ 2,622,233	10.05%

Communications	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Communications Supervisor	1	1	1	
Radio Systems Manager	1	1	1	
Assistant Radio Systems Mgr.	1	1	1	
Dispatchers	16	21	21	
Total	19	24	24	

## **PATROL DEPARTMENT**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Police Patrol department includes the Assistant Police Chief, one (1) Captain (6) Sergeants, (5) corporals and thirty-eight (38) patrol officers. The patrol department increased 5.27% due to a 3% merit increase, overtime increases, increased costs for reproduction and the re-distribution of two park patrol officers to the patrol division.

### **Key Goals and Objectives**

#### **Goal 1**

Enhance community relationships by establishing and initiate the District Corporal Program to improve relationships and project a positive light on the Mansfield Police Department within the Community.

Objectives:

- Corporals will be responsible for a specific patrol district to monitor crime stats and trends.
- Corporals will develop/implement strategies to reduce crime rates in their districts.
- Corporals will develop relationships and contacts with Home Owners Associations, businesses and restaurants in their district.

#### **Goal 2**

Expand the Patrol Officer's involvement with the Police Department.

Objectives:

- Officers will be assigned to work with other units as scheduling permits to cross train and gain knowledge of other units.
- Empower Corporals to identify crime trends from the Corporal District and develop special details to include Patrol officers to address problem areas.
- Assign a patrol officer to CID for a specific case the Patrol Officer is involved in to see it through to conclusion.

#### **Goal 3**

Initiate the Emergency Decal Program for Mansfield Businesses.

Objectives:

- With the assistance of the Patrol Corporal Program, contact is made with businesses to develop contacts.
- Extend the program for residential purposes for the elderly or others found to have a need.
- Enhance our standing in the community with a program that promotes safety for businesses and citizens.

### Performance Objectives

- Enhance community relationships by establishing and initiate the District Corporal Program to improve relationships and project a positive light on the Mansfield Police Department within the Community.
- Expand the Patrol Officer's involvement with the Police Department.
- Initiate the Emergency Decal Program for Mansfield Businesses.

Patrol	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Calls for Service	51,606	56,606	65,000	75,000
911 calls for Service	21,233	36,132	40,000	44,000
Service Area	36.64	36.64	36.64	36.64
Workload				
Departmental Staffing	47	49	51	51
Departmental Budget	\$5,364,953	\$5,522,057	\$5,742,677	\$6,045,542
Traffic Citations	7,709	5,267	5,500	5,500
DWI Arrests	82	116	140	160
Accidents-Non-Injury	474	465	480	485
Accidents-Injury	270	315	340	345
Productivity				
Average Cost per citizen	\$ 91.72	\$ 93.43	\$ 95.71	\$ 99.41
Average Staffing per Shift	8	8	8	8
Patrol Officers per square mile	0.2	0.2	0.2	1
Effectiveness				
Calls Answered under 8 minutes	80%	82%	82%	82%
Turnover		1	1	1
Accidents-Injury	270	315	340	345

### Measurable Outcomes:

- Provide training to the patrol officers for encounters with mentally ill persons.
- Reduce crime and crashes by 10% in the identified high crime and traffic problem areas.
- Recruit ten (10) youth into the explorer program.

Patrol	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 4,954,899	\$ 5,146,320	\$ 5,457,199	6.04%
Operations	567,158	596,357	588,344	-1.34%
Capital				
Projects				
Total	\$ 5,522,057	\$ 5,742,677	\$ 6,045,542	5.27%

Patrol	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Assistant Chief	1	1	1	
Captain	1	1	1	
Patrol Sergeant	5	5	5	
Training Sergeant	1	1	0	-1
Patrol Corporals	4	5	6	1
Patrol Officers*	34	36	40	4
Total	46	49	53	4

\*Grant Funded



## **TRAFFIC**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Traffic Department captures actual costs and performance measures of traffic enforcement and investigations within the city. The Traffic Department consists of one (1) traffic investigator and two (2) motor officers. The Traffic Department budget increased 7.10% due to a 3% merit increase, overtime increases and supply cost increases.

### **Key Goals and Objectives**

#### **Goal 1**

Reduce the number of violations of the “Move Over” law occurring on the roadways, creating a first responder safety issue.

##### **Objectives:**

- Conduct educational campaign by use of social media, newspaper and city website outlining rules and responsibilities of drivers who come into contact with emergency vehicles.
- Utilize dedicated time periods to work as a unit and address violations of the “Move Over” law violations.
- Coordinate with other division’s to schedule and conduct details to address “Move Over” law violations.

#### **Goal 2**

Enhance the enforcement of traffic violations in and around active school zones to provide for a safer environment for children.

##### **Objectives:**

- Utilize other units and divisions to be present in and around active school zones, both morning and afternoon, to deter violations and maintain officer presence.
- Monitor traffic in and around school buses and enforce regulations pertaining to stopped school buses.
- Conduct routine checks to ensure spaces are properly marked and zone signs and lights are properly maintained per statute.

#### **Goal 3**

Continue to monitor traffic violations in “high collision” areas with the goal of reducing violations.

##### **Objectives:**

- Work dedicated details in areas defined as “high collision areas” based on stats and data provided by the Crime Analyst.
- Utilize message board and speed detection trailer in “high collision” areas as a visual reminder to motorists of specific issues.
- Coordinate with other divisions to conduct large scale details during the fiscal year to enforce violations in the identified “high collision” areas.

### Performance Objectives

- Reduce the number of violations of the “Move Over” law occurring on the roadways, creating a first responder safety issue.
- Enhance the enforcement of traffic violations in and around active school zones to provide for a safer environment for children.
- Continue to monitor traffic violations in “high collision” areas with the goal of reducing violations.

Traffic	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Calls for Service	2701	3,273	3,300	3,300
911 calls for Service	53	34	95	50
Service Area	36.64	36.64	36.64	36.64
Workload				
Department Staffing	2	3	3	3
Arrests	2	1	1	
Traffic Citations	2,374	2,787	3,000	3,000
DWI Arrests	1	0	0	1
Accidents-Non Injury	6	11	15	10
Accidents-Injury	13	2	20	10
Productivity				
Accidents-Non Injury	6	11	15	10
Accidents-Injury	13	17	20	10
Effectiveness				
Accidents-Non Injury	6	11	15	10
Accidents-Injury	13	17	20	10

### Measurable Outcomes:

- Through study before and after, significantly reduce violations of the “Move Over” law to enhance first responder safety.
- Reduce violations of traffic law in and around active school zones to enhance child safety through education and enforcement.
- Reduce hazardous violations in high collision areas by 10%

Traffic	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 393,898	\$ 374,395	\$ 403,380	7.74%
Operations	32,734	40,441	40,900	1.13%
Capital				
Projects				
Total	\$ 426,632	\$ 414,836	\$ 444,280	7.10%

Traffic	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Traffic Investigator	1	1	1	
Motor Officers	2	2	2	
Total	3	3	3	

## **COMMERCIAL VEHICLE ENFORCEMENT DEPARTMENT**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Commercial Vehicle Enforcement Department includes one (1) Sergeant and one (1) patrol officer. The Commercial Vehicle Enforcement budget increased 6.46% due to 3% merit increase and additional training requirements.

### **Key Goals and Objectives**

#### **Goal 1**

Increased identification of “hazardous” traffic violations committed by motor vehicles and passenger cars operating around commercial motor vehicles.

##### **Objectives:**

- Identify and dedicate time periods to specifically observe and address hazardous violations committed by commercial motor vehicles on our roadways.
- Establish a baseline survey within 30-days to track effectiveness of the program
- Conduct ongoing enforcement operations to reduce the number of hazardous violations by commercial motor vehicles.

#### **Goal 2**

Detect and enforce violations by hazardous material transporters who utilize the roadways within the city.

##### **Objectives:**

- Utilize dedicated time frames to enforce Hazardous Material Regulations.
- Partner with other agencies to conduct large scale operations focused on hazardous material enforcement.
- Attend Coalition on hazardous Material Education conference to receive training and enhance hazardous material skills.

#### **Goal 3**

Continuation of specific and random inspection activities to respond to commercial motor vehicle safety issues within the city of Mansfield and surrounding jurisdictions.

##### **Objectives:**

- Continue random and specific safety inspections as outlined by state and federal guidelines to reduce commercial motor vehicle non-compliance within our jurisdiction.
- Continue inter-jurisdictional commercial motor vehicle operations to continue D/FW-Area compliance with federal and state safety regulations
- Enhance relationships with carriers to provide educational assistance for compliance with the goal of addressing potential problems, prior to vehicles and drivers utilizing city roadway.

### **Performance Objectives**

- Increased identification of “hazardous” traffic violations committed by motor vehicles and passenger cars operating around commercial motor vehicles.
- Detect and enforce violations by hazardous materials transporters who utilize the roadways within the city.
- Continuation of specific and random inspection activities to respond to commercial motor vehicle safety issues within the city of Mansfield and surrounding jurisdictions.

Commercial Vehicle Enforcement	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Calls for Service	1659	1,405	1,700	1,700
911 calls for Service	33	104	50	50
Service Area	36.64	36.64	36.64	36.64
Workload				
Department Staffing	2	2	2	2
Division Budget	\$242,290	\$265,111	\$260,218	\$277,025
Arrests	10	13	13	16
Traffic Citations	1,401	1,268	1,300	1,600
DWI Arrests	3	1	0	2
Accidents-Non Injury	8	22	12	26
Accidents-Injury	2	19	6	22
Productivity				
Average Cost per citizen	\$ 4.16	\$ 4.29	\$ 4.34	\$ 4.58
Officers per Square Mile	0.05	0.05	0.05	0.05
Effectiveness				
Contacts	1,340	1,601	2,100	2,100
Inspections	688	682	800	800
Infractions	1,911	1,834	2,200	2,100
Vehicles Placed out of Service	209	199	250	200
Weight Violations	121	89	120	105
Vehicles With No violations	169	297	340	344
Post Crash Inspections	4	4	5	6
Federal Citations issued	352	267	250	295
State Citations Issued	1,049	1,001	1,050	1,100
Accidents-Injury	2	19	6	20
Accidents-Fatality	0	1	1	2
Percent of Mandatory Training	100%	100%	100%	100%
Commercial Vehicle Enforcement	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 231,569	\$ 223,746	\$ 240,155	7.33%
Operations	33,542	36,472	36,870	1.09%
Capital				
Projects				
Total	\$ 265,111	\$ 260,218	\$ 277,025	6.46%

CVE	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Sergeant	1	1	1	
Patrol Officer	1	1	1	
Total	2	2	2	

**Measurable Outcomes:**

- Reduce crash probability related to commercial motor vehicles and passenger vehicles by addressing “aggressive” driving behaviors.
- Enhanced enforcement and monitoring of hazardous material transporters utilizing roadways within the city.
- Continue improving carrier safety and accountability through random and specific inspections.

## **CRIMINAL INVESTIGATIONS**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Criminal Investigation department includes one (1) Captain, Three (3) Sergeants, Victim Assistance Coordinator, ten (10) detectives, two (2) property technicians, one (1) civilian investigator and one (1) Crime Analyst. The CID budget increased 15.18% due to a 3% merit increase, overtime increases and one position moved from the Community Resource Department to a detective position.

### **Key Goals and Objectives**

#### **Goal 1**

Utilize technology to enhance property storage to provide the most efficient storage, retrieval, processing and disposition of all property and evidence.

Objectives:

- Enhance the property room efficiency through the use of new protocols and reporting systems.
- Enhance the timely removal of property from the system as court orders and statute dictate by means of automated reporting system and protocol.

#### **Goal 2**

Enhance the time allocation of Criminal Investigators.

Objectives:

- Through technology, improve the screening process to ensure appropriate workload distribution among the investigators.
- Identify, design and deploy on line forms for specific minor offenses.
- Implement a scoring system upon entry into the investigative unit to allot the required resources of the unit to the specific case.

#### **Goal 3**

Enhance the existing division technology to improve efficiency.

- Obtain technology system to view specific electronic devices for evidence data recovery.
- Integrate the department's license plate reader system into shared programs.
- Enhance use of department's current technology to the highest proficiency by providing advanced training and cross training for other departments.

### **Performance Objectives**

- Utilize technology to enhance property storage to provide the most efficient storage, retrieval, processing and disposition of all property and evidence.
- Enhance the time allocation of Criminal Investigators.
- Enhance the existing division technology to improve efficiency.

	Actual	Actual	Budget	Budget
CID	2012/2013	2013/2014	2014/2015	2015/2016
Demand				
Cases Assigned	2,853	2,658	2,641	3,231
Polygraphs	107	100	125	70
Workload				
Cases Assigned	2,853	2,658	2,641	3,231
Polygraphs	107	100	125	70
Cases Per Investigator	403	204	377	248
Productivity				
Average Cost per citizen	\$ 33.02	\$ 37.69	\$ 36.81	\$ 42.87
Cases Cleared	2,822	2,748	2,423	2,799
Cases Assigned Per Investigator	403	204	377	248
Effectiveness				
Average Cost per citizen	\$ 33.02	\$ 37.69	\$ 36.81	\$ 42.87
Percent of Cases Cleared	51%	58%	54%	59%
Polygraph Examinations	107	100	125	70

#### Measurable Outcomes:

- Improve the intake to final disposition of property by 15% in the property room.
- Case load of detectives should be distributed in a manner to have no more than 20% workload separation.
- Detectives should be proficient with all newly deployed technology.

Criminal Investigations	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 1,969,497	\$ 2,010,330	\$ 2,356,067	17.20%
Operations	238,620	255,542	253,692	-0.72%
Capital Projects				
Total	\$ 2,208,116	\$ 2,265,872	\$ 2,609,759	15.18%

Criminal Investigations	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
CID Captain	1	1	1	
CID Sergeant	3	3	3	
Property Technician	1	2	2	
Detectives	9	8	9	1
Detective-Polygraph	1	1	1	
Civil Investigator		1	1	
Crime Analyst	1	1	1	
Victims Assistance Coordinator	1	1	1	
Total	17	18	19	1

## **MUNICIPAL COURT**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Municipal Court department includes one (1) Municipal Judge, one court administrator, one bailiff and four (4) court clerks. Three (3) associate judges are funded on a contractual basis. The Municipal Court budget increased 3.66% in due to a 3% merit increase.

### **Key Goals and Objectives**

#### **Goal 1**

Enhance customer service by reducing the wait time at the customer service window.

Objectives:

- Provide document scanners at the front desk to allow clerks to scan documents directly into the system upon receipt.
- Maintain staffing levels that allow for minimum of two clerks at the front counter at all times.

#### **Goal 2**

Provide additional continuing education for all clerks above and beyond that which is mandated by legislation and existing state law.

Objectives:

- All clerks shall attend additional continuing education and training.
- All clerks shall attend local legislative update training relating to Municipal Court changes made in the 84<sup>th</sup> legislature.

#### **Goal 3**

Enhance warrant compliance initiatives.

Objectives:

- Notify defendants via mail quarterly and via phone tree calls monthly regarding any outstanding warrants.
- Coordinate monthly warrant initiatives with the Support Services department.

### **Performance Objectives**

- Enhance customer service by reducing the wait time at the customer service window.
- Provide additional continuing education for all clerks above and beyond that which is mandated.
- Enhance warrant compliance initiatives.



	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Municipal Court				
Demand				
Annual Arraignments	3,273	3,972	3,200	3,500
Monthly Court Schedule	27	27	22	27
Jury Trials	47	41	40	20
Workload				
Annual Court Dockets (Adults)	6,626	6,796	6,500	6,500
Annual court Dockets (Juveniles)	674	501	500	400
Warrants Issued	3,478	2,863	2,500	2,900
Productivity				
Warrants Cleared	5,006	2,813	2,100	2,500
Average Daily Arraignments	4	10	5	9
Effectiveness				
Amnesty Proceeds	\$ 92,906	\$ 82,926	\$ 85,000	\$ 75,000

#### Measurable Outcomes:

- Reduce customer wait time at the window by installing two scanners and scheduling two clerks at the counter at all times.
- Clerks will receive additional continuing education and legislative update training during this fiscal year.
- Enhance warrant compliance initiatives through mail, phone tree and monthly warrant initiatives.

Court Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 501,411	\$ 507,568	\$ 534,687	5.34%
Operations	98,644	108,077	103,483	-4.25%
Capital Projects				
Total	\$ 600,055	\$ 615,645	\$ 638,170	3.66%

Municipal Court Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Municipal Judge	1	1	1	
Court Administrator	1	1	1	
Deputy Court Clerk	3	4	4	
Baliff	1	1	1	
Total	6	7	7	

## **COMMUNITY RESOURCE**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Community Resource department includes one (1) community resource officer. The Community Resource department budget decreased 35.13% due to the transfer on one (1) officer to the CID department.

### **Key Goals and Objectives**

#### **Goal 1**

Develop Emergency Response Support Team (ERST) from among volunteer Citizen's on Patrol participants.

Objectives:

- Train members to respond to critical incidents and provide support.
- Obtain and maintain equipment for the ERST.
- The ERST will provide rehab, nourishment and support services.

#### **Goal 2**

Maintain high visibility in city parks and the business corridor during peak hours.

Objectives:

- Promote managerial business contacts in the business corridor.
- Promote citizen contacts while on the park patrol.
- Through on going contacts, develop and compile data to obtain future objectives.

#### **Goal 3**

Enhance the Business 287 corridor enforcement.

Objectives:

- Increase presence in the 287 corridor, through officers and Citizen on Patrol members.
- Conduct a business meeting inviting all corridor representatives to meet each other and discuss their challenges and security suggestions.
- Provide the rolling store front in the corridor and change the location weekly.

### **Performance Objectives**

- Develop Emergency Response Support Team (ERST) from among volunteer Citizen on Patrol participants.
- Maintain high visibility in city parks and the business corridor during peak hours.
- Enhance the Business 287 corridor enforcement.
- Continue to increase the volunteer staff for the police department and implement a new volunteer program for office staff.

Community Resources	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
High Schools Serviced	6	6	6	6
Special Events	6	6	6	12
Citizen Police Academy Classes	1	1	1	1
Workload				
Community Programs Attended	20	70	20	95
Average Class-Citizen Academy	15	10	18	20
Children fingerprinted	50	100	50	125
Productivity				
Average Cost per citizen	\$4.02	\$4.23	\$4.22	\$2.70
Home Inspections	23	20	12	18
Effectiveness				
Percent of Scheduled Meetings	100%	100%	100%	100%
Children fingerprinted	50	100	50	125

**Measurable Outcomes:**

- Emergency Response Support Team developed and trained by June 1, 2016.
- Increase citizen and business contacts by 15% in the city parks and business corridor.
- Provide the rolling store front in the corridor, changing location weekly.

Community Resource	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 192,314	\$ 204,631	\$ 106,487	-47.96%
Operations	40,851	48,823	57,932	18.66%
Capital				
Projects				
Total	\$ 233,164	\$ 253,454	\$ 164,419	-35.13%

Community Resources	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Community Resource Officers	2	2	1	-1
Total	2	2	1	-1

## **K-9 SERVICES**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The K-9 department increased 4.74% due to a 3% merit increase and additional overtime requirements.

### **Key Goals and Objectives**

#### **Goal 1**

Enhance training equipment and software to K9 officers to include implementation of technology to aid in canine evaluations.

##### **Objectives:**

- Enhance the software that will allow officers to keep all training records and K9 incidents stored in one central location for improved record management.
- K9 Officers will implement new technology into their training by the use of global positioning training aid.
- The software and technology will give K9 Officers a better evaluation of their K9 partners during training.

#### **Goal 2**

Continue K9 education for the Mansfield Police Department and outside agencies.

##### **Objectives:**

- Contract with Master Canine Trainer to serve as the lead instructor.
- Work with the Community Resource Officers to secure lodging for a group rate.
- Host a decoy school for Mansfield and surrounding agencies to offset expenses related to class attendance.

#### **Goal 3**

Enhance emergency protocols for canine and handler injuries.

##### **Objectives:**

- Secure a training session with a local 24 veterinarian clinic.
- Update K9 Unit with emergency field kits for the canine.
- Enhance training sessions with the Mansfield Para-medics in regards to emergency medical techniques in the field as it relates to canine operations.

### **Performance Objectives**

- Enhance training equipment and software to K9 officers to include implementation of technology to aid in canine evaluations.
- Continue K9 education for the Mansfield Police Department and outside agencies.
- Enhance emergency protocols for canine and handler injuries.

K-9	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Request for Assistance	55	54	55	60
Workload				
Building Searches	16	14	20	23
Assist other Agencies	28	26	30	30
Narcotic searches	45	38	45	45
Productivity				
Average Cost per citizen	\$ 3.63	\$ 3.86	\$ 3.85	\$ 3.98
Percent of Narcotic Finds	20%	20%	20%	20%
Effectiveness				
Percent of Narcotic Finds	20%	20%	20%	20%
Average Cost per citizen	\$ 3.63	\$ 3.86	\$ 3.85	\$ 3.98

#### Measurable Outcomes:

- Acquire K9 GPS tracking device and record management software.
- K9 Unit will host a decoy school that teaches new officers and handlers safe decoy training techniques.
- K9 officers will receive updated training to address specific injuries that may occur in the field.

K-9	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 201,035	\$ 202,991	\$ 214,049	5.45%
Operations	17,884	28,110	28,009	-0.36%
Capital				
Projects				
Total	\$ 218,918	\$ 231,101	\$ 242,057	4.74%

K-9	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
K-9 Officer	2	2	2	
Total	2	2	2	

## **ANIMAL CARE AND CONTROL**

### **MISSION STATEMENT:**

Our mission is to establish a safe and healthy coexistence between animals and people through education and provide prompt and efficient services to animal related problems.

### **Department at a Glance**

The Animal Control department budget increased 6.82% due to a 3% merit adjustment, additional utility costs related to the expansion of the Animal Control Facility and supply and maintenance costs. The Animal Control department consists of one (1) supervisor, three (3) officers, one (1) receptionist and two (2) kennel technicians.

### **Key Goals and Objectives**

#### **Goal 1**

Improve spay and neuter of adoptable animals prior to adoption.

Objectives:

- Streamline the adoption process.
- Improve the adoption rate of animals.

#### **Goal 2**

Increase the community/neighborhood outreach programs.

Objectives:

- Partner with the Community Resource Officers and attend city events to promote the animal adoption program.
- Solicit input from neighborhood and citizen groups to improve partnerships with the community in solving problems.

#### **Goal 3**

Enhance the Emergency Evacuation Plan for shelter of animals and community livestock.

Objectives:

- Enhance the evacuation plan to provide temporary housing and medical care for injured animals
- Through local vets and shelters, establish a staging area for livestock animals in immediate threat.
- Partner with the Emergency Management Coordinator to create a system to proactively contact livestock owners to make them aware of possible weather or emergency related threats.

### **Performance Objectives**

- Improve spay and neuter of adoptable animals prior to adoption.
- Enhance the Emergency Evacuation Plan for shelter of animals and community livestock.
- Increase the community/neighborhood outreach programs.

K-9	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Request for Assistance	55	54	55	60
Workload				
Building Searches	16	14	20	23
Assist other Agencies	28	26	30	30
Narcotic searches	45	38	45	45
Productivity				
Average Cost per citizen	\$ 3.63	\$ 3.86	\$ 3.85	\$ 3.98
Percent of Narcotic Finds	20%	20%	20%	20%
Effectiveness				
Percent of Narcotic Finds	20%	20%	20%	20%
Average Cost per citizen	\$ 3.63	\$ 3.86	\$ 3.85	\$ 3.98

**Measurable Outcomes:**

- Spray and neuter 75% of adoptable animals prior to adoption.
- Conduct 12 Community/Neighborhood Educational Outreach Programs.
- Improve the Emergency Evacuation Plan for shelter animals as well as community livestock.

Animal Control Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 437,842	\$ 470,341	\$ 490,805	4.35%
Operations	123,719	129,253	149,711	15.83%
Capital Projects				
Total	\$ 561,561	\$ 599,594	\$ 640,516	6.82%

Animal Control	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Animal Control Manager	1	1	1	
Animal Control Officers	3	3	3	
Kennel Technician	1.5	2	2	
Receptionist	1	1	1	
	6.5	7	7	

## **TRAINING**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Training Department budget decreased 5.39% due to estimated reduced supply requirements

### **Key Goals and Objectives**

#### **Goal 1**

Enhance the officer's preparedness for equipment malfunctions.

Objectives:

- Enhance knowledge of equipment skills during malfunctions on the equipment that is carried by the officer.
- Build officer's confidence to survive during equipment failures through multiple training drills and scenarios.

#### **Goal 2**

Improve in-house training for continuing education.

Objectives:

- Host one in-house class each month.
- Partner with other local agencies to provide the maximum amount of opportunity for our staff/officers to attend training in a cost effective manner.

#### **Goal 3**

Enhance each sworn officer's scenario training.

Objectives:

- Increase individual officer's skill level by providing additional, ongoing one-on-one training with all assigned weapons.
- Build officer's confidence and skill level with assigned weapons, through regular scenario training.

### **Performance Objectives**

- Enhance the officer's preparedness for equipment malfunctions.
- Improve in-house training for continuing education.
- Enhance each sworn officer's scenario training.

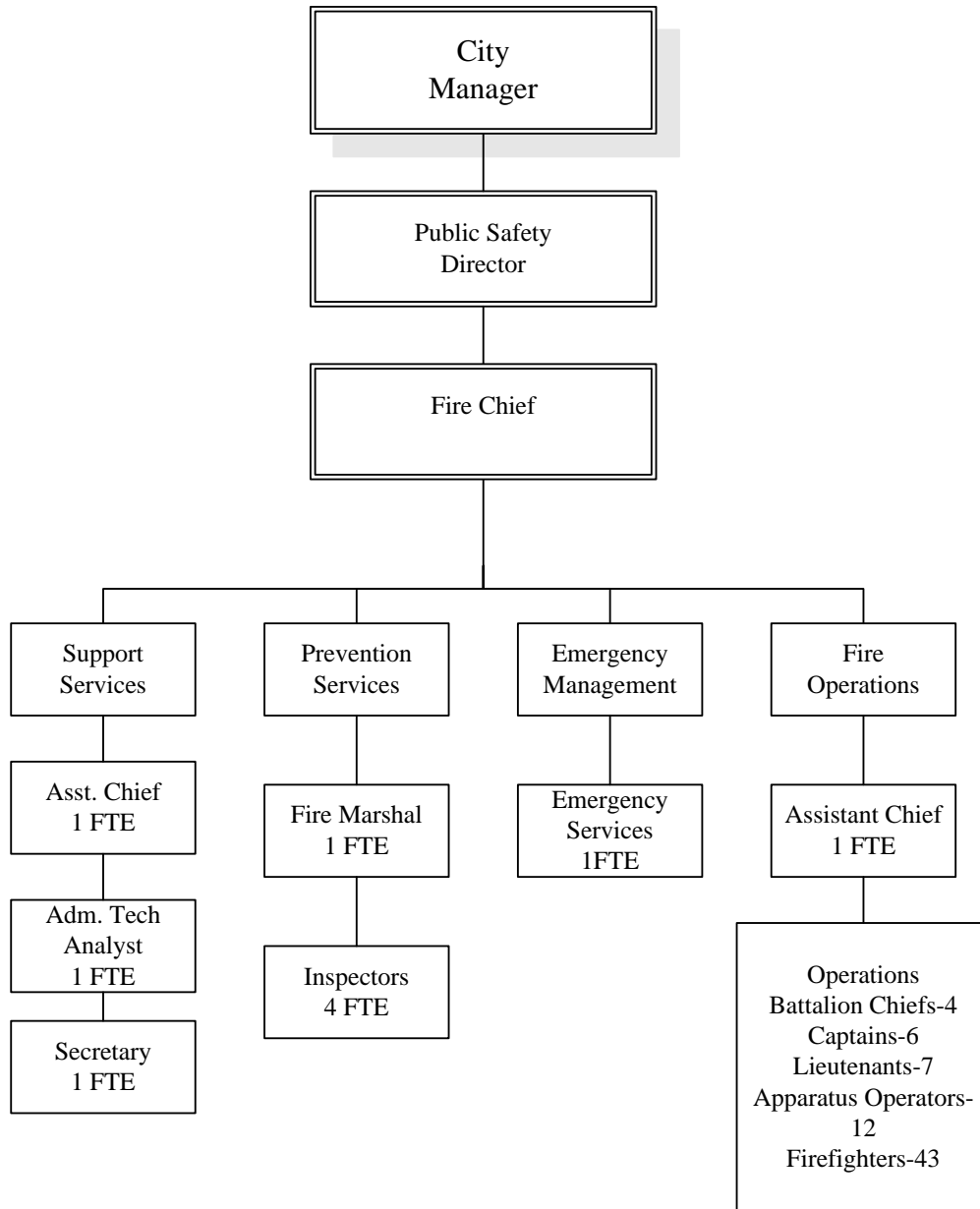


Training Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services				
Operations	62,060	167,273	158,252	-5.39%
Capital Projects				
Total	\$ 62,060	\$ 167,273	\$ 158,252	-5.39%

Tactical Training Facility (Range)	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Staff Trained (City)	N/A	N/A	100	105
Certified Police Officers	N/A	N/A	5	50
Range Operation Hours (Total)	N/A	N/A	1000	1000
Range Maintenance Hours	N/A	N/A	72	80
TCOLE Required Training hours	N/A	N/A	3	2
Firearms Instructors (Number)	N/A	N/A	6	8
Firearms Instructors Range	N/A	N/A	192	192
Workload				
Certified Police Officers (City)	N/A	N/A	100	100
Certified Fire Officers (City)	N/A	N/A	5	2
Certified Police Officers	N/A	N/A	5	2
Specialized Training Courses	N/A	N/A	17	20
Specialized Training Hours	N/A	N/A	250	200
TCOLE Mandated Qualifying	N/A	N/A	1	1
TCOLE Mandated Night	N/A	N/A	1	1
Productivity				
Certified Police Officers (City)	N/A	N/A	100	100
Certified Fire Officers (City)	N/A	N/A	5	2
Certified Police Officers	N/A	N/A	5	50
Specialized Training Courses	N/A	N/A	17	20
Specialized Training Hours	N/A	N/A	250	200
Effectiveness				
Training Hours per FTE	N/A	N/A	96	96

**Measurable Outcomes:**

- Provide quarterly equipment system malfunction training drills for all officers.
- Host twelve in house training classes for the fiscal year.
- Provide an additional 12 scenario skill training sessions per year for all officers.



### At a Glance

#### The Fire Division Highlights

- ☐ The Fire Division is projected to transport 2,379 patients in FY 2015-2016.
- ☐ 85% of the time calls for service are answered within 8 minutes.
- ☐ 100% of mandatory training is provided.
- ☐ 9,860 calls for service are projected in FY 2015-2016

## **FIRE ADMINISTRATIVE SERVICES**

### **MISSION STATEMENT:**

The mission of the Mansfield Fire Rescue Administrative Services is to support our citizens and firefighters to ensure that we work together to maintain and enhance our capability to prepare for, protect against, respond to, recover from and mitigate all potential hazards.

### **Department at a Glance**

The Fire Administration department increased by 8.79%% due to a 3% merit increase, increases in ambulance billing costs and building maintenance costs. The Fire Administration department consists of the Fire Chief, Assistant Fire Chief, Secretary and Administrative Services Coordinator.

### **Key Goals and Objectives**

#### **Goal 1**

Maintain the safety, health and wellness of our personnel while promoting positive leadership.

Objectives:

- Provide appropriate and efficient staffing levels for operations and specialized services.
- Provide the highest level of service to our community through updated technology/software and equipment.
- Increase training capabilities to our citizens response team (CFAAA).

#### **Goal 2**

Protect our staff from Line of Duty Hazards by reducing/eliminating risks.

Objectives:

- Complete the installation of the Opticom System at non-protected intersections for the emergency control of traffic lights.
- Replace PPE for personnel after 5 years to ensure the highest level of quality gear providing protection.
- Installation of exhaust removal systems in our apparatus bays within the fire stations.

#### **Goal 3**

Protect the City of Mansfield from liability.

Objectives:

- Improved maintenance records management and maintenance training.
- Improve professional development and training of our CFAAA support team.
- Improve dispatcher training to include Emergency Medical Dispatch certification.

### **Performance Objectives**

- Maintain the safety, health and wellness of our personnel while promoting positive leadership.
- Protect our staff from Line of Duty Hazards by reducing/eliminating risks.
- Protect the City of Mansfield from liability.

Fire Administration	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Population Increase	1.7%	2.6%	1.5%	1.6%
Fire Division Staff	83	83	83	83
Service Area (miles)	36.64	36.64	36.64	36.64
Workload				
Patients Seen	3,432	3,746	3,774	3,774
Patients Transported	2,115	2,347	2,302	2,302
Information Tech Support Calls	206	275	264	281
Facilities Maintained	4	4	4	4
Productivity				
Average cost per Citizen	\$ 13.07	14.12	13.76	\$ 13.59
FTE per Capita	1.31	1.16	1.26	\$ 1.26
Effectiveness				
Average Transport Time to Hospital	9.42 Minutes	10:51 Minutes	10.0 Minutes	9.5 Minutes
Ambulance Billing (annual)	\$ 880,397	\$972,738	\$957,000	\$1,000,000

#### Measurable Outcomes:

- Reduce line-of-duty injuries, increase health and wellness awareness.
- Increase reserve inventory of Personal Protective Equipment (PPE) to ensure firefighter safety.
- Increase CFAAA Support Team Training.

Fire Administration	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 532,046	\$ 541,687	\$ 566,997	4.67%
Operations	416,328	273,952	320,358	16.94%
Capital				
Projects				
Total	\$ 948,375	\$ 815,639	\$ 887,355	8.79%

Fire Administration	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Fire Chief	1	1	1	
Assistant Fire Chief	1	1	1	
Administrative/Technical Services	1	1	1	
Secretary	1	1	1	
Total	4	4	4	

## **FIRE PREVENTION**

### **MISSION STATEMENT:**

The mission of the Mansfield Fire Department Prevention department is to reduce the risk of fire in the community, protect the existing tax base, protect the existing job market, enforce laws relating to fire and life safety issues and support the efforts of other city departments.

### **Department at a Glance**

The Fire Prevention department budget increased 5.70% in FY 2015-2016 due to a 3% merit increase and increases in annual maintenance costs of sprinkler systems city-wide. The department consists of the Fire Marshal and four (4) Fire Inspectors. The general responsibilities include public education, fire inspection, fire investigation, gas well inspections and emergency management.

### **Key Goals and Objectives**

#### **Goal 1**

Increase the Prevention Department staffing.

Objectives:

- Add a dedicated plans examiner to address day-to-day completion of plan reviews and assist with fire code recommendations as needed.
- Add one (1) additional inspector/investigator to enhance the department by allowing participation in inspections, public education, investigations and community service events.

#### **Goal 2**

Continue to provide current department staff with advanced training opportunities.

Objectives:

- Provide continuing education and training in all facets of fire prevention including public education, fire and arson investigation, inspections and plan reviews in order to provide better services to the citizens and customers of the City.

#### **Goal 3**

Streamline Fire Prevention Activities.

Objectives:

- Proceed with the adoption of the 2015 International Fire Code and Local Amendments.
- Enhance the process of fire safety inspections to maintain annual inspections of all businesses within the city and enhance plan review and permitting processes to provide improved customer service.
- Cross Train staff members in all areas of duties and responsibilities allowing for better support of citizens, business owners, developers and other city staff.

### **Performance Objectives**

- Increase public education.
- Develop and implement a company inspection program.
- Increase the number of annual inspections.

Fire Prevention	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Inspections	2,795	2,874	3,125	3,100
Alarm Inspections New	22	38	55	56
Fires Investigated	36	55	57	58
Workload				
Gas Well Inspections	1,015	866	1,350	108
Plan reviews	275	228	301	325
Certificate of Occupancy Requested	143	143	225	230
Productivity				
Avg. Cost per Citizen	\$ 10.89	\$ 11.38	\$ 11.47	\$ 11.32
Citizen Attendance of Classes	24,305	26,000	26,075	27,000
Effectiveness				
Fire deaths	0	0	0	0
ISO Rating	2	2	2	2

**Measurable Outcomes:**

- Provide for better allocation of work load among prevention employees.
- Provide for advancement and educational opportunities within the prevention Department.
- Increase productivity by creating a better environment and tasks that complement the staff.

Fire Prevention Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 653,901	\$ 610,930	\$ 636,388	4.17%
Operations	72,188	71,770	85,217	18.74%
Capital Projects				
Total	\$ 726,089	\$ 682,701	\$ 721,605	5.70%

Fire Prevention Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Fire Marshal	1	1	1	
Fire Inspector	4	4	4	
Total	5	5	5	

## **EMERGENCY MANAGEMENT**

### **MISSION STATEMENT:**

The mission of the Mansfield Fire Rescue Emergency Management is to protect our citizens, employees and visitors to the City through coordination of planning, preparing, responding and recovering from disasters.

### **Department at a Glance**

The Emergency Department budget increased due to the expansion of the Emergency Management Department to include one (1) Emergency Management Coordinator. The position was transferred from Fire Operations to improve the emergency response city-wide and to better coordinate emergency response activations and procedures with local, state and federal emergency management officials.

### **Key Goals and Objectives**

#### **Goal 1**

Update and integrate the Emergency Disaster Plan with the County.

Objectives:

- Set up time schedule for each Emergency Plan Annex.
- Meet with the County and complete emergency management revisions and updates.
- Obtain City Council approval and submit emergency Management plans and updates to the state.

#### **Goal 2**

Improve Emergency Management Resources.

Objectives:

- Replace Emergency Management vehicle.
- Acquire public warning capabilities within the parks and trail system.
- Research and consider a new public notification system and CASA Weather Software.

#### **Goal 3**

Conduct disaster drills.

Objectives:

- Schedule several Table Top Exercises, Drills and Urban Shield.
- Plan meetings with staff about emergency drills.
- Conduct the trainings and drills and provide feedback to all staff.

### **Performance Measures**

- Update and integrate the Emergency Disaster Plan with the County.
- Improve emergency Management Resources.
- Conduct disaster drills.

Emergency Management	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Disaster Declarations	0	0	1	0
Code Red notification launches	2	20	10	15
Weather Warning Notification Launch	20	80	112	80
Workload				
Exercises Participated	3	4	9	6
Emergency Management Plan Updates	2	10	2	10
Productivity				
Average Cost per citizen	\$ 0.59	\$ 0.61	\$ 0.60	\$ 2.96
EOC Activations	22	12	19	15
Effectiveness				
Severe Weather deaths	0	0	0	0

**Measurable Outcomes:**

- Improve public education, involvement and awareness.
- Improve confidence and education of the Emergency Management Plan.
- Increase CFAAA Support Team training.

Emergency Management Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 2,208	\$ 2,000	\$ 143,512	7075.60%
Operations	27,018	33,974	44,137	29.91%
Capital Projects				
Total	\$ 29,226	\$ 35,974	\$ 187,649	421.62%

Emergency Management Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Coordinator	0	0	1	1
Total	0	0	1	1



## **FIRE OPERATIONS AND TRAINING**

### **MISSION STATEMENT:**

The mission of the Fire Operations Rescue department is to provide the citizens of Mansfield, TX with fire suppression, technical rescue and emergency medical services at and above the level required by all regulatory agencies governing this profession and the national consensus standards which indicate best practices for the fire service industry. All objectives are aimed at achieving life safety and property conservation to the fullest extent that is humanly possible.

The mission of the Training Department is to provide as safe and constructive training environment for firefighters as is possible through modern technology; to encourage the development of curriculum and instruction for imparting knowledge of modern, improved and cutting edge methods of firefighting, prevention, emergency medical services and rescue technology; to place members on a higher plane of skill and efficiency as well as cultivate friendship and fellowship among our firefighters.

### **Department at a Glance**

The Operations and Training department includes the Assistant Fire Chief-Operations, three (3) Battalion Chiefs, one (1) training Battalion Chief, seven (7) Captains, six (6) lieutenants, twelve (12) Apparatus Operators and forty three (43) Firefighters. The Fire Operations and Training Department budget increased 5.59% due to a 3% merit increase, overtime and certification pay increases.

### **Key Goals and Objectives**

#### **Goal 1**

Hire an additional six (6) firefighter positions and raise the minimum staffing level to 22.

##### **Objectives:**

- Provide for safer incident response for Battalion Chiefs as well as providing two staff for immediate safety intervention if necessary
- Fill positions necessary to reduce the use of overtime to maintain minimum staffing resulting from the addition of the needed fourth ambulance.
- Increasing minimum staffing from 19 to 22 per day to will allow for staffing of additional Battalion Aid/Incident technicians.

#### **Goal 2**

Replace fleet vehicles that have surpassed a useable lifespan and develop a long term plan for the replacement of fleet vehicles.

##### **Objectives:**

- Replace emergency response vehicle used by the Operations Chief.
- Replace both vehicles used in the Training Division by EMS and Fire Captain.
- Develop a long term solution to prevent buildup of high mileage vehicles in the fleet.

#### **Goal 3**

Increase the capabilities of our training division by providing a tower for the deployment of crews to complete fire ground training drills and specialty rescue on a routine basis.

Objectives:

- Increase the amount of hands on training in the areas of high risk/low frequency situations that are commonly linked to firefighter line of duty deaths.
- Have capability to provide stand by for the City of Mansfield staff for entry into permitted entry areas, or safe removal if necessary (Water Treatment Plant, construction sites).
- Train staff to operation level standards to be able to safely complete a rescue. Increase both the amount of training and emphasis on skill retention for all special operations disciplines (swift water, rescue, rope, trench, structural collapse and confined air space).

**Performance Objectives**

- Hire an additional six (6) firefighter positions and raise the minimum staffing level to 22.
- Replace fleet vehicles that have surpassed a useable lifespan and develop a long term plan for the replacement of these vehicles.
- Increase the capabilities of our training division by providing a training tower for the deployment of crews to complete fire ground training drills and specialty rescue on a routine basis.

	Actual	Actual	Budget	Budget
Fire Operations	2012/2013	2013/2014	2014/2015	2015/2016
Demand				
Calls for Service	7,789	8,149	8,625	9,860
Calls for EMS Service	3,385	3,583	3,850	4,335
Structure Fires	30	62	36	44
Workload				
Patients Seen	3,432	3,746	3,500	3,815
Patients Transported	2,115	2,347	2,450	2,379
Minimum Staffing per Day	19	21	21	21
Mutual Aid Given	97	60	150	185
Fleet Maintained	18	37	32	33
Average Ambulances Staffed per Day	3	4	4	4
Productivity				
Average Cost per citizen	\$ 143.22	\$ 154.69	\$ 152.50	\$ 158.95
FTE per Capita	1.25	1.25	1.25	1.24
Effectiveness				
Calls Answered under 8 minutes	83%	87%	90%	85%
Fire Deaths	0	0	0	0
Structure Total Values0	\$ 24,506,386	\$ 53,592,427	\$ 27,425,750	\$ 27,374,960
Total Dollar Loss-Fire	\$ 1,680,853	\$ 2,620,148	\$ 1,675,500	\$ 1,367,208
Total Dollars Saved	\$ 22,825,533	\$ 50,972,279	\$ 25,750,250	\$ 26,007,752
Mandatory Training Provided	Over 100%	Over 100%	Over 100%	Over 100%

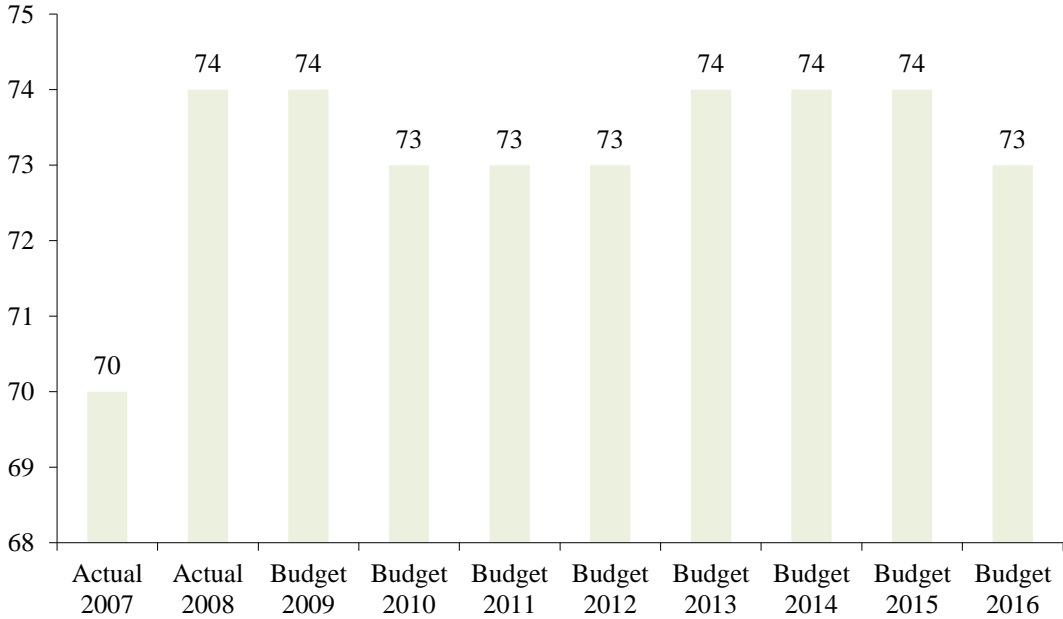
**Measurable Outcomes:**

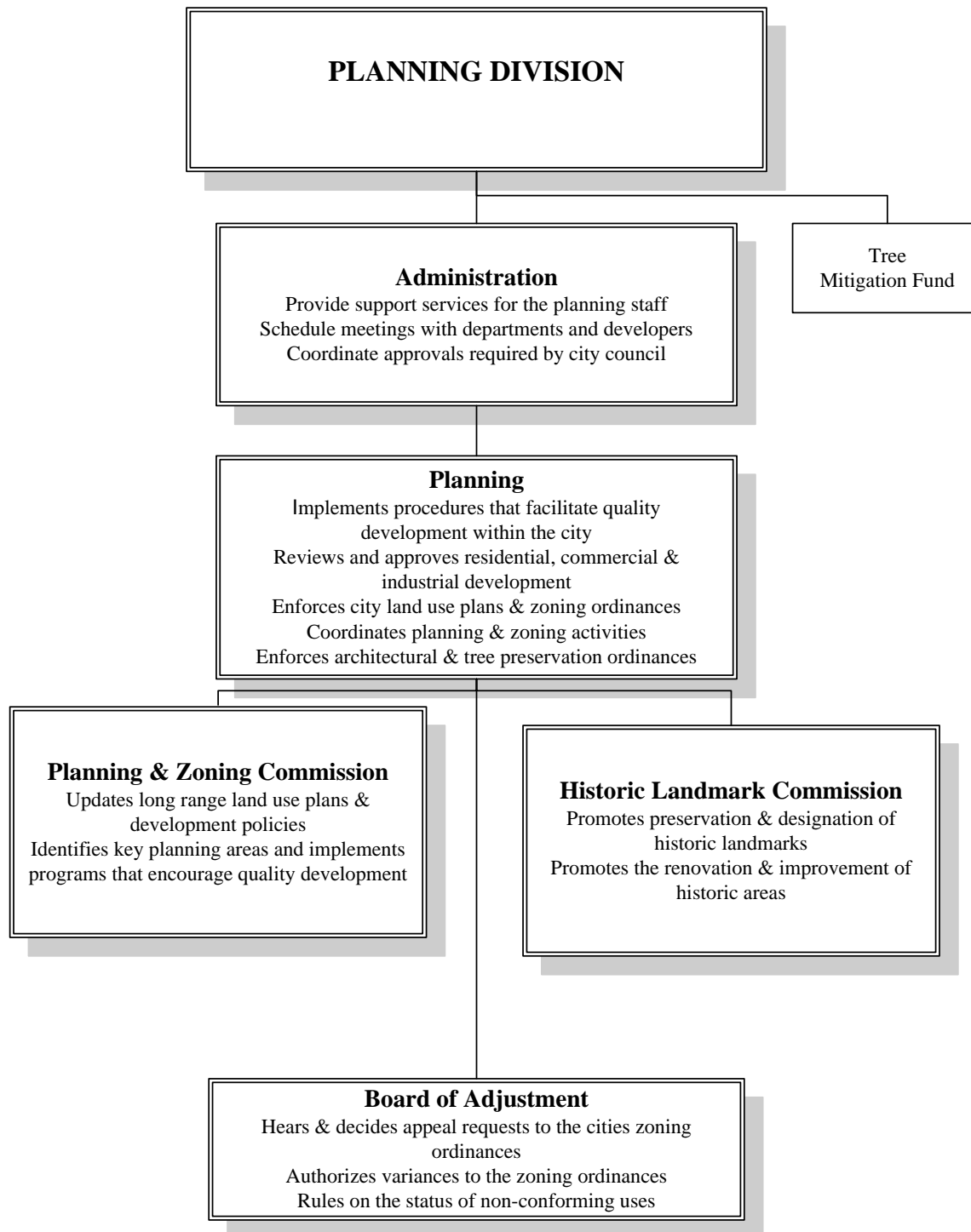
- Increase fire ground safety and reduce overtime.
- Update current stock of fleet vehicles in the operations division so that staff has a safer and more visible, response worthy vehicle.
- Increase special operations training throughout the department.

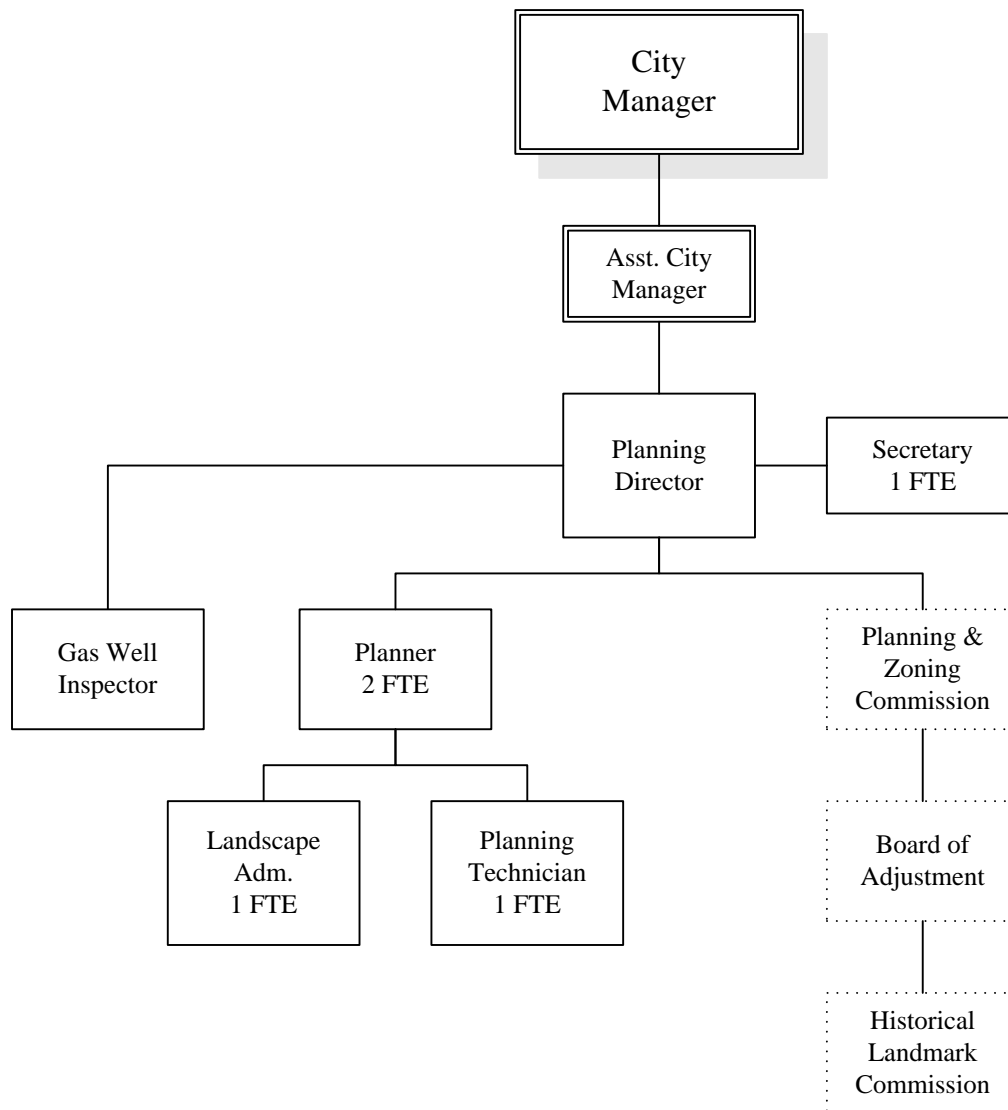
Fire Operations	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 8,178,249	\$ 8,070,206	\$ 8,591,894	6.46%
Operations	774,358	920,191	901,392	-2.04%
Capital	-			
Projects				
Total	\$ 8,952,607	\$ 8,990,397	\$ 9,493,286	5.59%

Fire Operations	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Assistant Fire Chief	1	1	1	
Battalion Chiefs	4	4	4	
Training Captain	2	1	1	
Captains	6	6	6	
Lieutenants	6	7	6	-1
Apparatus Operator	12	12	12	
Firefighter	42	43	43	
Total	73	74	73	

Historical Staffing Levels







### At a Glance

#### The Planning Division Highlights

- ❑ The Planning Division is projected to answer 9,200 informational requests in FY 2015-2016.

## DIVISION AT A GLANCE

### PLANNING DIVISION

#### Budget Summary

The Planning & Development Division includes the Planning Department, Planning & Zoning, Historic Landmark Commission, Board of Adjustment and the Tree Mitigation Fund. The Tree Mitigation Fund summary will be found in the Special Revenue Funds section of the budget. Several boards and commissions operations are funded through this division including the Planning & Zoning commission, consisting of a seven (7) member board, the Historic Landmark Commission consisting of a six (6) member board and the Board of Adjustment consisting of a (5) member board. The Planning Division budget increased 18.96% due to a 3% merit increase and moving the landscape administrator to the General Fund from Tree Mitigation.

	Actual	Budget	Budget	% Change
Departments	2013/2014	2014-2015	2015-2016	2015-2016
Planning Administration	\$ 795,198	\$ 833,152	\$ 990,481	18.88%
Planning & Zoning	9,690	9,519	13,441	41.20%
Historic Landmark	773	4,563	4,563	0.00%
Board of Adjustment	1,005	3,135	3,135	0.00%
Total	\$ 806,666	\$ 850,369	\$ 1,011,620	18.96%

Division	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 758,818	\$ 795,139	\$ 949,851	19.46%
Operations	47,847	55,230	61,769	11.84%
Capital Projects				
Total	\$ 806,666	\$ 850,369	\$ 1,011,620	18.96%

Planning Division	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Planning	1	1	1	
Planners	3	3	3	
Secretary	1	1	1	
Landscape Administrator	1	1	1	
Planning Technician	1	1	1	
Gas Well Inspector	1	1	1	
Total	8	8	8	

## **PLANNING ADMINISTRATION**

### **MISSION STATEMENT:**

The mission of the Planning Administration department is to enhance the quality of life for the citizens of Mansfield by encouraging quality growth, development, redevelopment and stabilization of neighborhoods through a concentrated effort of planning, land use controls and historic preservation.

### **Department at a Glance**

The Planning Administration department includes the Director of Planning, Secretary, four (4) Planners, Gas Well Inspector and Landscape Administrator. The Planning Administration budget increased 18.88% due to a 3% salary adjustment and supply cost increases.

### **Key Goals and Objectives**

#### **Goal 1**

Provide professional, administrative and technical planning services.

Objectives:

- Provide planning services to City Council, Planning & Zoning Commission and the citizens of Mansfield.
- Prepare and publish notices, agendas and minutes for the Planning & zoning Commission, Zoning board of Adjustment and Historic Landmark Commission.
- Prepare staff reports to the City Council, Planning and Zoning Commission, Zoning Board of Adjustment and Historic Landmark Commission.

#### **Goal 2**

Improve the development application processes, procedure, coordination and communication.

Objectives:

- Examine current application forms, processes and procedures.
- Define and introduce specific service delivery improvements.
- Provide a streamlined development review process.

#### **Goal 3**

Implement the City's development plan and ordinances.

Objectives:

- Recommend plans, projects and amendments to the city's development ordinances to improve the quality of development.
- Provide assistance and education to developers and citizens on the City's development regulations.
- Promote redevelopment in the older parts of Mansfield through planning and financing efforts.

#### **Goal 4**

Inspect and provide reports on all gas well activity within the City of Mansfield.

Objectives:



- Inspect all gas well sites at least one time per month
- Ensure gas well regulations and ordinances are followed on all drilling sites.
- Provide regular reports and respond to any emergency situations that may develop.

#### **Performance Objectives**

- Provide professional, administrative and technical planning services.
- Improve development processes, procedures, coordination and communications.
- Implement the City's development plans and ordinances.
- On a regular basis, inspect all gas well activity within the city.

	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Planning				
Demand				
Departments	7	7	7	7
Informational Requests	8,760	9,023	9,135	9,200
Rezoning Requests	13	17	14	14
Residential Lots Platted	238	471	600	1,500
Gas Wells	199	206	210	208
Workload				
Gas Well Inspections per Week	15	15	15	15
Meetings Attended	113	98	120	120
Commercial Acres Platted	42	182	40	50
Planning & Zoning Meetings	23	21	24	24
Zoning amendments proposed	5	5	5	3
Productivity				
Agendas prepared	33	34	50	50
Informational Requests		9,023		
Land Use Plans Adopted	0	0	0	0
Plats Approved within 30 days	100%	100%	100%	100%
Effectiveness				
Informational requests processed	8,760	9,023	9,135	9,200
Plats Approved within 30 days	100%	100%	100%	100%

#### **Measurable Outcomes:**

- All plats have been approved within 30 days and are expected to continue in FY 2015-2016.
- All gas wells will be inspected a minimum of once per month.
- Regular gas well activity reports will be available to staff and citizens via the City of Mansfield website.

## PLANNING AND ZONING COMMISSION

### MISSION STATEMENT:

The mission of the Planning and Zoning Commission is to continuously provide updated comprehensive Future Land Use Plans and to exercise control over subdivision of land and to advise City Council on matters related to zoning and impact fees.

### Department at a Glance

The Planning & Commission budget increased 41.20% in FY 2015-2016 due to increased advertising and publication costs and salary & benefit costs that are related to overtime requirements of the Planning Secretary to attend and record the minutes of the commission meetings.

### Key Goals and Objectives

#### Goal 1

Identify key planning areas within the City of Mansfield and implement programs that encourage quality development and enhance property values.

##### Objectives:

- Conduct periodic review of problems, complaints, concerns and questions about local zoning and development policies, and make recommendations regarding appropriate changes to current policies and procedures.
- Carry out studies and public hearings for zoning changes and amendments requested by the City Council and identified by staff.
- Conduct changes in Land Use categories and development trends and make recommendations regarding proper changes to local codes and fees.

#### Goal 2

Update long range plans and develop long range policies.

##### Objectives:

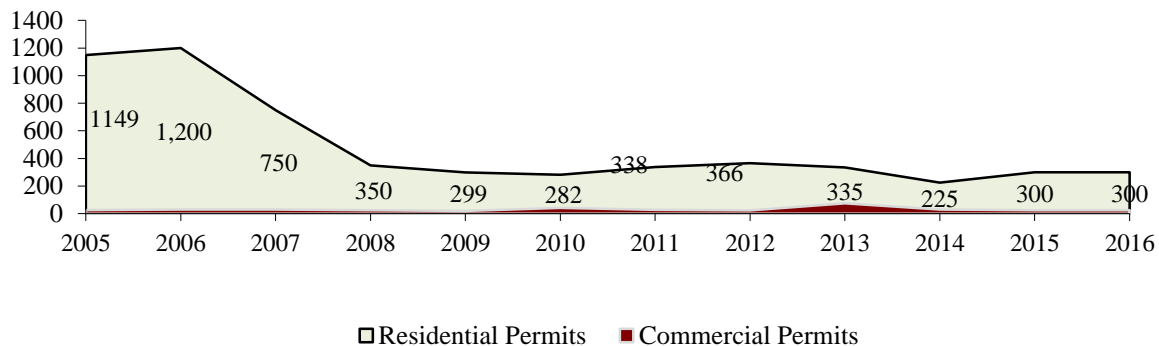
- Update the Future Land Use Plan, Thoroughfare Plan, Water & Sewer Plan and Subdivision Ordinances to reflect the changing residential and commercial development areas in and around the City of Mansfield.
- Amend the zoning regulations, to comply with Future Land Use.
- Review the Capital Improvements Plan and Impact Fee Analysis and recommend any changes to City Council.

	Actual	Budget	Budget	% Change
Planning & Zoning	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 1,672	\$ 2,053	\$ 2,053	0.00%
Operations	8,018	7,466	11,388	52.53%
Capital Projects				
Total	\$ 9,690	\$ 9,519	\$ 13,441	41.20%

Planning & Zoning	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
None budgeted	0	0	0	
Total	0	0	0	

*Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measures*

### Historical Permit Activity



## HISTORIC LANDMARK COMMISSION

### MISSION STATEMENT:

The mission of the Historic Landmark Commission is to promote the restoration and preservation of the City of Mansfield's valuable heritage and historic resources.

### Department at a Glance

The Historic Landmark Commission budget did not increase in FY 2015-2016. Salary & Benefits are related to overtime cost requirements of the Planning Secretary to attend and record the minutes of the commission meetings.

### Key Goals and Objectives

#### Goal 1

Promote the preservation and designation of historic landmarks.

#### Objectives:

- Set priorities for implementation of goals and objectives identified in the Historic Preservation Plan.
- Review nominations of properties that are submitted to the City of Mansfield or State of Texas for designation as recorded historic landmarks.
- Provide training to members of the commission related to the promotion and review of historic landmarks.
- Apply for state and federal grants.

**Goal 2**

Promote the renovation and improvement of the Historic downtown area.

**Objectives:**

- Encourage private property and business owners to preserve and restore historic landmarks within the downtown area.
- Evaluate proposed restoration work on historic landmarks to ensure compliance with the design guidelines for downtown Mansfield.

*Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measures.*

**BOARD OF ADJUSTMENT****MISSION STATEMENT:**

The mission of the Board of Adjustment is to hear appeals and requests for variances related to the implementation of the City of Mansfield Zoning Ordinance.

**Department at a Glance**

The Board of Adjustment budget did not increase in FY 2015-2016. Salary & Benefits are related to overtime cost requirements of the Planning Secretary to attend and record the minutes of the board meetings.

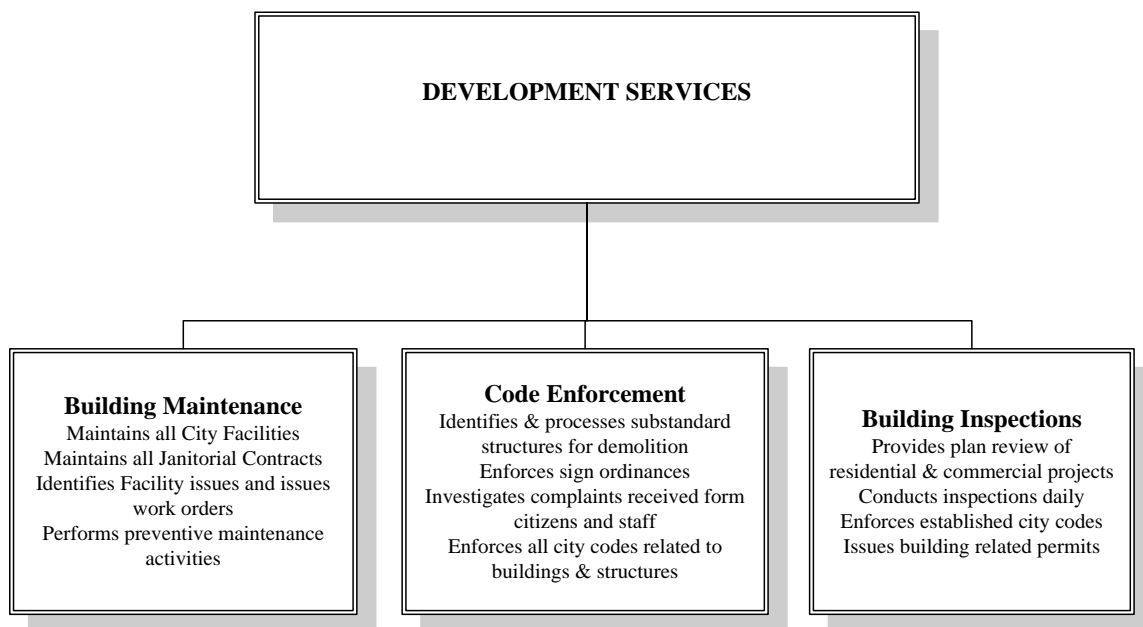
**Key Goals and Objectives****Goal 1**

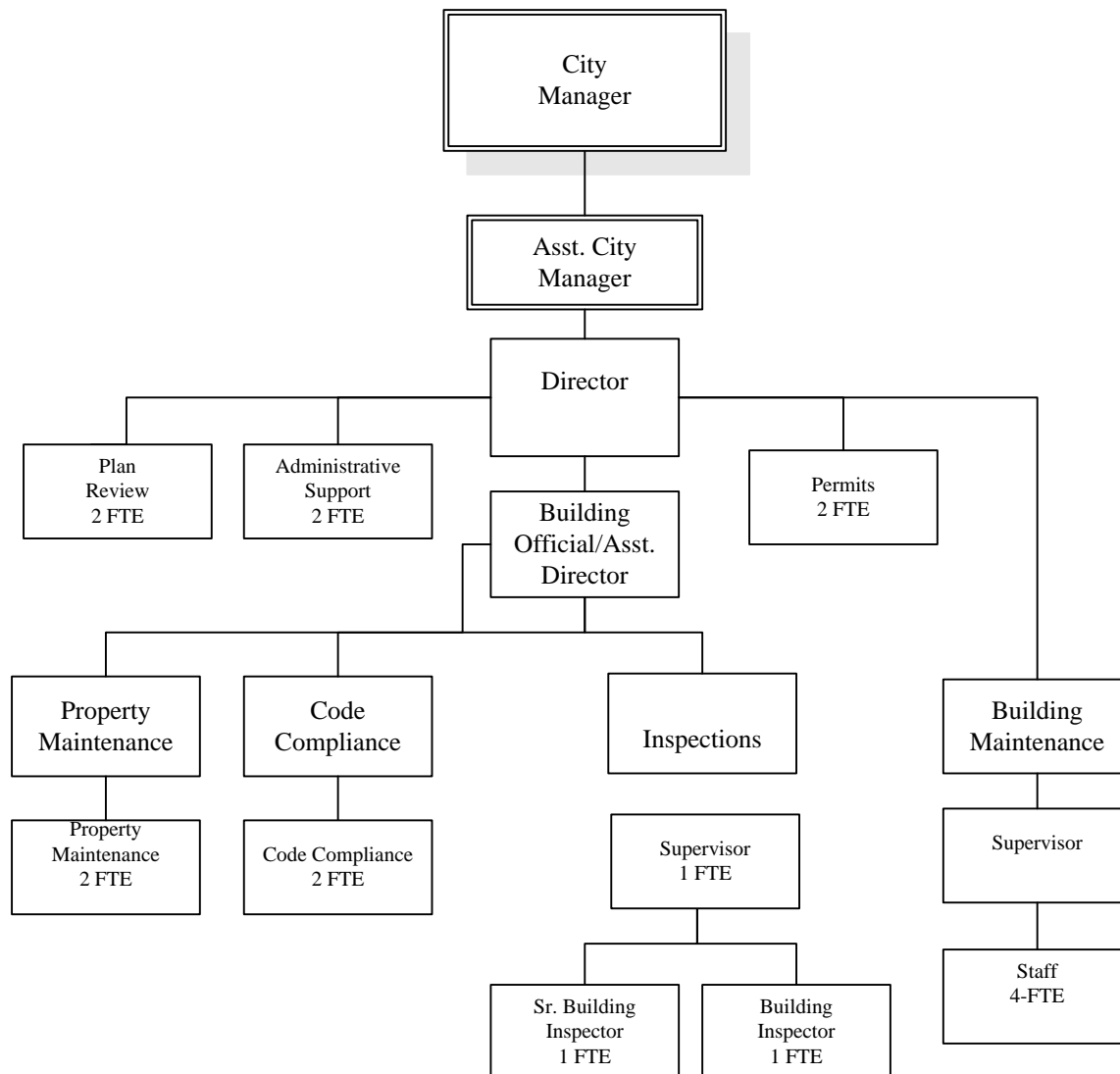
Ensure fair and equitable implementation of the City of Mansfield's zoning policies and act in the best interest of the community consistent with the spirit and the intent of the Zoning ordinance.

**Objectives:**

- Hear and decide appeals when it is alleged that there is an error in any order, requirement, decision or determination made by the zoning administrative official in enforcement of the Zoning Ordinance.
- Authorize upon appeal variances from the provisions of the zoning ordinance that will not be contrary to the public interest where owing special conditions of a literal enforcement of the provisions will result in unnecessary hardships.
- Rule on the status of questionable non-conforming uses.

*Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measure*





### At a Glance

#### The Development Services Highlights

- ☐ Building permit applications for FY 2015-2016 are estimated to be over 450.
- ☐ Inspection requests are answered within 5 business days.

## DIVISION AT A GLANCE

### DEVELOPMENT SERVICES DIVISION

#### Budget Summary

The Building Services Division includes Code Enforcement, Building Inspections and Building Maintenance. The staff enforces both code and inspection requirements throughout the city. The Building Services Division budget increased 10.87% due to a 3% merit adjustment and the addition of one (1) new code compliance inspector.

Development Services	Actual	Budget	Budget	% Change
Departments	2013/2014	2014-2015	2015-2016	2015-2016
Operations	\$ 1,119,533	\$ 1,436,206	\$ 1,623,433	13.04%
Building Maintenance	855,154	1,008,144	1,086,639	7.79%
Total	\$ 1,974,687	\$ 2,444,350	\$ 2,710,072	10.87%

Division	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 1,260,379	\$ 1,621,534	\$ 1,801,177	11.08%
Operations	714,308	822,816	908,895	10.46%
Capital Projects				
Total	\$ 1,974,687	\$ 2,444,350	\$ 2,710,072	10.87%

Development Services	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Building Official	1	1	1	
Enforcement Supervisor	1	1	1	
Code Compliance Inspector	1	1	2	1
Secretary	1	1	1	
Senior Permit Technician	1	1	1	
Senior Plans Examiner	1	1	1	
Enforcement Officers	2	2	2	
Asstistant Building Official	1	1	1	
Building Inspectors	5	4	4	
Clerk	1	1	1	
Building Maintenance Supervisor	1	1	1	
Building Maintenance Technician	3	3	3	
Custodians	1	1	1	
Total	20	19	20	1

## **DEVELOPMENT SERVICES**

### **MISSION STATEMENT:**

The mission of the Development Services Division is to ensure the safe and lawful use of buildings and properties by enforcing building and construction codes which safeguard each citizen's health, property and welfare by facilitating complaint development with integrity, efficiency and professionalism. The City of Mansfield Development Services is committed to becoming a premier municipal building organization dedicating to enhancing the quality of life for all Mansfield citizens and making our city safer. We are committed to improving performance and developing procedures that are streamlined, understandable and transparent.

### **Department at a Glance**

The Development Services Division budget includes the building official, enforcement supervisor, code compliance inspector, administrative assistant, senior permit technician, plans examiner, two (2) code enforcement officers, assistant building official, five (5) building inspectors and one clerk. The Building Services department increased 10.87% due to a merit adjustment and the addition of one (1) new code compliance officer.

### **Key Goals and Objectives**

#### **Goal 1**

Work with parties (design professionals, developers and city staff) involved in the development and revitalization of structures within the city to enhance and improve as needed our process to promote development and ensure safe and habitable buildings.

#### **Objectives:**

- Continue to work with various city departments and be proactive in identifying development hindrances and work with the development team to find solutions.
- Meet with the development team as often as needed to promote a smooth transition for issuance of a building permit.
- Review preliminary design assumptions.
- Maintain aesthetics of properties within the city limits through the use of proactive educational approach to code enforcement with the emphasis on main city streets that will invite people to shop, visit and reside in the city.
- Utilize consistent, fair and equitable approach to code enforcement and encourage voluntary compliance with ordinance violations.
- Code enforcement staff will continue volunteering efforts, participate in community events and support programs to provide excellence in service and positive interaction within the community.

#### **Goal 2**

Develop and build a competent staff.



Objectives:

- Develop a set of written and organized standard operational guidelines to ensure competency, consistency and efficiency in our work force and operation.
- Review and update existing departmental policies and procedures developing new ones as needed.
- Develop cross training for personnel to broaden scope of services to the community thus improving customer service by providing quick and reliable inspection services.
- Pursue educational opportunities for staff to grow in the profession.
- Have weekly/monthly staff meetings to provide an opportunity for staff to discuss status of projects, problems they faced in the field or office, updates to codes, ordinances and laws.
- Conduct field inspections with an educational approach to create a positive relationship with the community's businesses.

**Goal 3**

Prepare for the future.

Objectives:

- Research and purchase equipment as needed for a virtual environment that will allow us to improve the permitting process, track inspections, backup records and maintain accurate information.
- Update software and equipment to enable the ability to develop professional informational handouts for the education of the citizens, general public and professionals.
- Expedite the review process between departments to streamline the permitting process thus enhancing customer service.

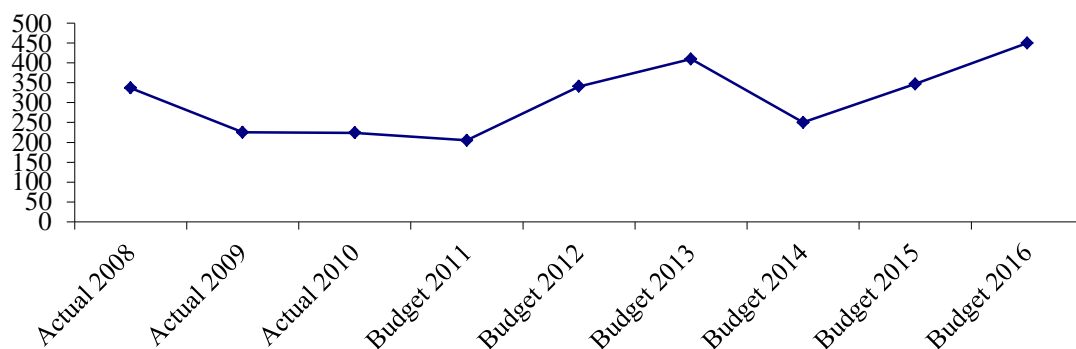
**Goal 4**

Maintain communication with other jurisdictions, state and federal governmental entities to ensure regional consistency and stay informed with legislation changes, laws and mandates.

Objectives:

- Attend North Central Council of Government meetings.
- Attend North Texas Chapter of International Code Council meetings.
- Attend Building Official Association of Texas meetings.
- Continue communications with other jurisdictions and agencies through media outlets (e-mail and internet) and personal contact (phone and meetings).

Historical Residential Building Permit Activity



### Performance Objectives

- Improve external and internal customer service.
- Update technology and provide additional workspace.
- Improve documentation of enforcement and inspection actions.

	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Developmental Services				
Demand				
Substandard Structures Identified	80	16	26	26
Permit Applications	5,581	4,494	4,943	4,943
Residential Building Permits Issued	205	215	240	350
Workload				
Commercial Permits Issued	139	137	150	150
Residential Building Permits Issued	205	215	240	350
Total Code Compliance Complaints	2,350	1,220	1,860	1,860
Productivity				
Substandard Structures Removed	3	1	2	2
Substandard Structures brought to Code	77	15	24	24
Forced Mows	106	87	80	80
Total Inspections by Inspectors	16,725	16,850	15,899	16,299
Signs Removed	1,200	2,532	2,730	4,000
Effectiveness				
Substandard Structures brought to Code	77	15	24	24
Substandard Structures Removed	3	1	2	2
Residential Inspections within 5 Days	100%	100%	100%	100%
Total Permits Issued	5,573	4,324	4,756	4,943

### Measurable Outcomes:

- All inspections will be completed within 5 days.
- Code Enforcement activities will work with all departments to identify code enforcement violations.

Development Services Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 1,015,254	\$ 1,328,036	\$ 1,492,313	12.37%
Operations	104,279	108,170	131,120	21.22%
Total	\$ 1,119,533	\$ 1,436,206	\$ 1,623,433	13.04%

## **BUILDING MAINTENANCE DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Building Maintenance Department is to maintain an environment that is safe, pleasant and functional for all employees and the general public by administering corrective, preventative and planned maintenance to all city owned facilities. In addition, the department provides custodial services for city hall, the Mansfield Activity Center and Mansfield Library.

### **Department at a Glance**

The Building Maintenance Department is responsible for all city owned facilities including City Hall, Public Safety buildings, Library, Activity Center, Law Enforcement Center and Station House. The department budget increased 7.79% due to additional supply and janitorial contract costs. The Building Maintenance Department includes one (1) supervisor, three (3) technicians and one (1) custodian.

### **Key Goals and Objectives**

#### **Goal 1**

Expand, execute and manage the preventive maintenance program which will protect the City's assets.

Objectives:

- Develop a work order system to manage requests for maintenance and repairs.
- Develop a maintenance checklist for all City buildings that will reduce major maintenance projects.

#### **Goal 2**

Perform day to day cleaning, maintenance and repair of existing city buildings to meet the expectations of the citizens and staff.

Objectives:

- Provide daily custodial services for City buildings.
- Conduct monthly services on city buildings and equipment and appliances.
- Ensure that required federal, state and local annual inspections are properly conducted and documented.

#### **Goal 3**

Review custodian contracts to ensure that the highest standards are provided and implemented within the contracts.

Objectives:

- Review the continued utilization of the cooperative purchasing program for custodial services with Tarrant County.
- Solicit bids from private vendors to provide custodial services.
- Review the option of hiring city employees to provide required custodial service

### **Performance Objectives**

- Improve external and internal customer service.
- Update technology and provide additional workspace.
- Improve documentation of enforcement and inspection actions.

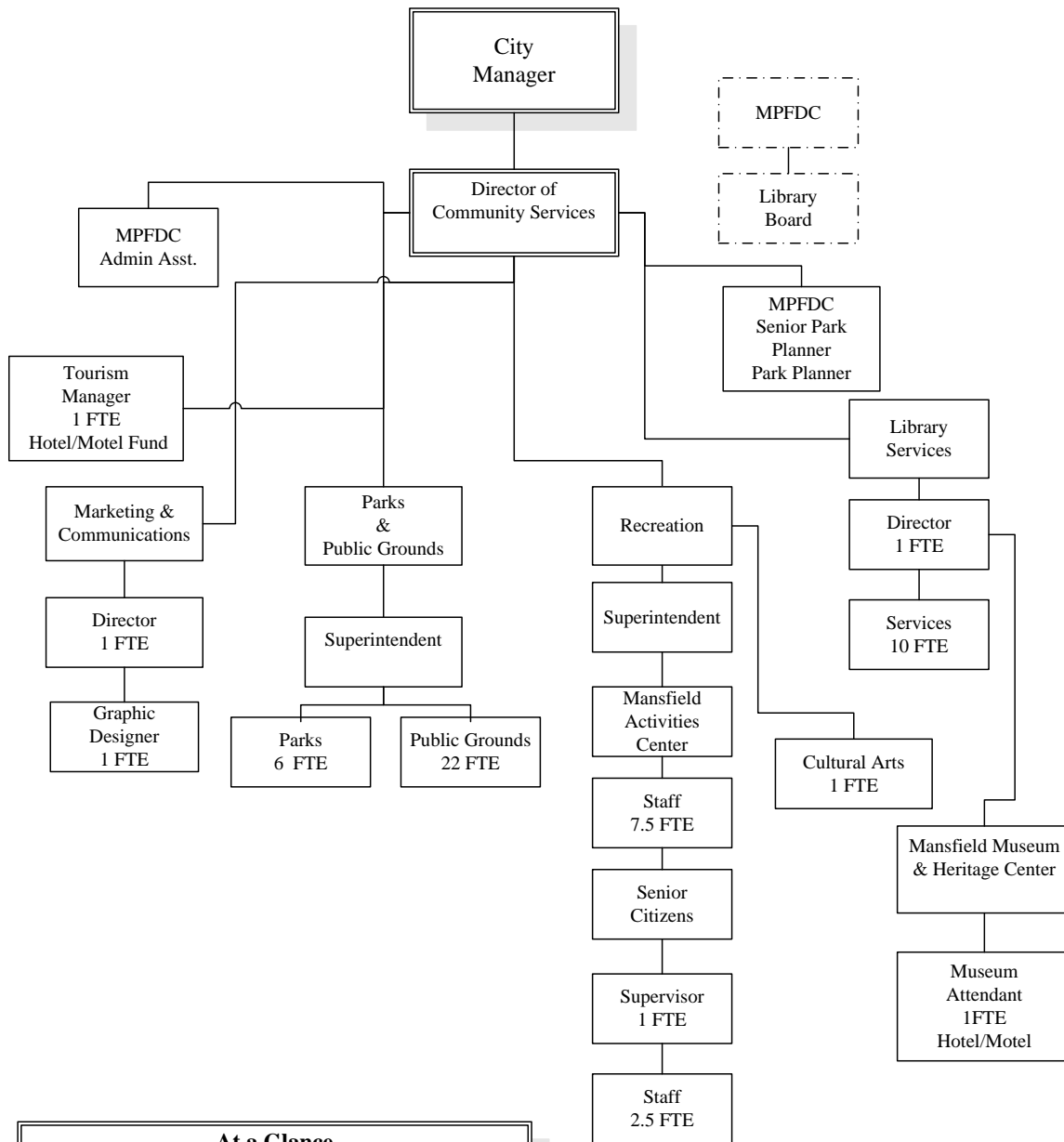
	Budget 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Building Maintenance				
Demand				
Municipal Facilities	67	68	71	71
Square Footage Maintained	318,669	332,058	428,851	428,851
Work Orders (annually)	1,400	1,525	1,650	1,650
Workload				
Monthly Preventative Maintenance Inspections	75	75	79	79
Daily Buildings Cleaned	4	4	5	5
Work Orders completed	1,390	1,520	1,640	1,640
New Square Footage	-	2,054	96,793	96,793
Productivity				
Elevator Lifts maintained	4	4	4	4
Daily Buildings Cleaned	4	4	5	5
Maintenance Contracts Monitored	5	5	5	5
Effectiveness				
Staff Complaints	8	8	8	8
Citizen Complaints	None	None	None	None
Work Orders completed within 30 days	95%	95%	95%	95%

**Measurable Outcomes:**

- Complaints from citizens and staff have been reduced by 95%.
- All work orders are completed within 30 days.

Building Maintenance Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 245,125	\$ 293,498	\$ 308,864	5.24%
Operations	610,029	714,646	777,775	8.83%
Total	\$ 855,154	\$ 1,008,144	\$ 1,086,639	7.79%

Building Maintenance Full Time Equivalent Positions	2013-2014 Budget	2014/2015 Budget	2015/2016 Budget	2015/2016 Additions
Building Maintenance Supervisor	1	1	1	
Building Maintenance Technician	3	3	3	
Custodians	1	1	1	
Total	5	5	5	



**At a Glance**

**“ The Community Services Division Highlights”**

- ☐ Acres of City Facilities Maintained 31
- ☐ Parks Maintained 114
- ☐ Acres of Park Land 830
- ☐ Programs offered 750

## DIVISION AT A GLANCE

### COMMUNITY SERVICES DIVISION

#### Budget Summary

The Community Services Division includes the Senior Lifestyles, Public Grounds, Communications & Marketing, Library, Historical Services and Cultural Services. In FY 2015-2016, the Community Services Division budget increased 5.20% primarily due to a 3% merit adjustment, increases in contract mowing, additional mowing areas, new festivals and new operating costs for the Historical Services Department.

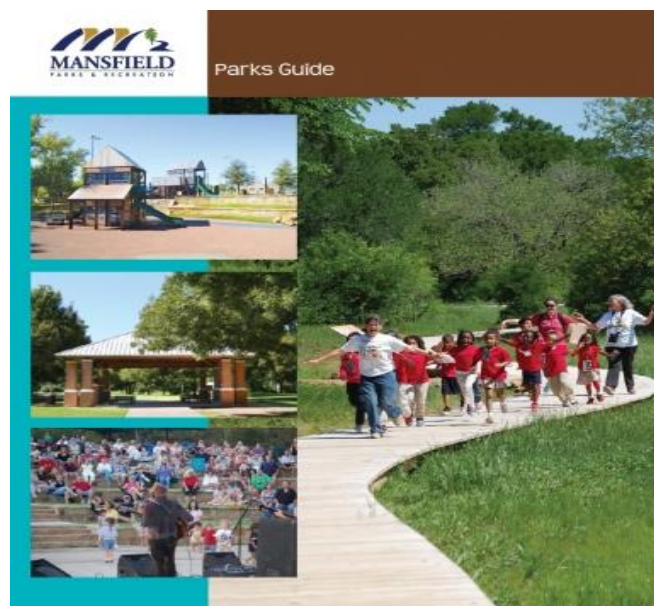
Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Senior Lifestyles	\$ 256,123	\$ 254,493	\$ 268,834	5.63%
Public Grounds	1,873,078	2,060,948	2,214,703	7.46%
Comm. & Marketing	322,784	389,740	332,753	-14.62%
Library	820,828	956,143	1,015,526	6.21%
Historical Services	43,072	40,884	54,474	100.00%
Cultural Services	154,033	247,259	268,625	8.64%
Total	\$ 3,469,919	\$ 3,949,468	\$ 4,154,914	5.20%

Division Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 2,141,629	\$ 2,247,779	\$ 2,423,444	7.82%
Operations	1,315,336	1,701,688	1,731,470	1.75%
Capital Projects				
Total	\$ 3,456,965	\$ 3,949,468	\$ 4,154,914	5.20%

Community Services	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Administrative Assistant*	1.2	1.2	1.2	
Communications Director	1	1	1	
Graphic Arts Director	1	1	1	
Parks Superintendent*	0.5	0.5	0.5	
Crew Supervisor*	0.2	0.2	0.2	
Tradesman *	14.5	14.5	14.5	
Cultural Arts Coordinator	1	1	1	
Senior Citizen Director	1	1	1	
Senior Citizen Part-Time Staff	2.5	2.5	2.5	
City Librarian	1	1	1	
Adult Services Librarian	1	1	1	
Administrative Assistant	1	1	1	
Library Assistant	1	1	1	
Youth Services Librarian	1	1	1	
Library Systems Manager	1	1	1	
Librarian	1	1	1	
Museum Specialist	0	1	1	
Part-Time Staff	4	4	4	
<b>Total</b>	<b>33.9</b>	<b>34.9</b>	<b>34.9</b>	

\*Split with the Mansfield Parks Development Corporation.

The Community Services Division maintains 830 acres of parks and 31 acres of city facilities.



## **SENIOR LIFESTYLES PROGRAM**

### **MISSION STATEMENT:**

The mission of the Senior Lifestyles program is to provide a multifaceted service and referral program tailored to meet the needs of adults 55 years of age and older; to enhance the dignity of seniors 55+ while supporting their wellness and independence and encourage their community involvement; and to provide the seniors in the community with the opportunity to experience an optimal quality of life.

### **Department at a Glance**

The Senior Citizen budget includes the Senior Citizen Coordinator, one (1) senior activities specialist, three (3) part-time bus drivers and one (1) part-time clerk. The Senior Citizen budget increased 5.63% in FY 2015-2016 due to a 3% merit increase and expansion of the part-time bus driver positions.

### **Key Goals and Objectives**

#### **Goal 1**

Increase fitness and wellness programs geared toward older adults

Objectives:

- Continue offering programs that promote healthy nutrition and active lifestyles.
- Continue providing speakers from the community on various wellness topics.
- Keep focused on programs that enable older adults to continue being an integral part of their community.

#### **Goal 2**

Increase revenue through low-cost fee based program offerings.

Objectives:

- Distribute and evaluate participant surveys to determine new program opportunities.
- Increase awareness of program offerings within the community.

#### **Goal 3**

Develop more partnerships within the community that will enhance the image of older adults and promote positive understanding of aging in the community.

Objectives:

- Continue marketing to the community.
- Continue offering sponsorship opportunities.
- Continue speaking for various groups.

### **Performance Objectives**

- Increase fitness and wellness programs geared toward older adults
- Increase revenue through low-cost fee based program offerings.
- Develop more partnerships within the community that will enhance the image of older adults and promote positive understanding of aging in the community.



Senior Citizens	Actual 2012-2013	Actual 2013-2014	Budget 2014-2015	Budget 2015-2016
Demand				
Senior MAC Members	660	685	680	687
Senior Programs Offered	215	225	200	204
Average Daily Senior Attendance (249 days)	60	65	65	68
Workload				
Meals Served	7,000	7,371	7,375	8,103
Productivity				
Annual Bus Riders	NA	NA	NA	NA
Volunteer Hours Recorded	4,080	4,438	4,440	4,510
Effectiveness				
Senior Program Approval Ratings	95%	95%	95%	95%

#### Measurable Outcomes:

- Increase Senior trips by 10%, provide well rounded programs, collect and evaluate participant surveys.
- Schedule sponsors/speakers monthly to sponsor events and/or educate seniors on topics of interest.
- Communicate with other community groups that focus on fitness and wellness programs for older adults and grow a new exercise program by 10 people that is offered four times per month.

Senior Citizens	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 201,540	\$ 183,293	\$ 200,453	9.36%
Operations	54,583	71,200	68,380	-3.96%
Capital				
Projects				
Total	\$ 256,123	\$ 254,493	\$ 268,834	5.63%

Senior Citizens	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Senior Citizen Director	1	1	1	
Senior Citizen Part-Time Staff	2.5	2.5	2.5	
Total	3.5	3.5	3.5	

## **PUBLIC GROUNDS DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Public Grounds department is to enhance the quality of life for citizens and visitors of Mansfield, maintain city owned properties, medians and right of ways and promote the benefits of public open space throughout the city.

### **Department at a Glance**

The department includes the parks superintendent, operations supervisor, and fourteen and one half (14.5) staff. The department continues to utilize contract services to provide mowing for parks, public grounds, non-irrigated medians and cleaning of public buildings in local parks and recreation venues. In FY 2015-2016, the public grounds budget increased by 7.46% due to a 3% merit increase, increases in contract service costs and additional service areas.

### **Key Goals and Objectives**

#### **Goal 1**

Maintain the level of service provided to citizens and visitors of Mansfield as we continue to acquire additional properties, acres and right-of-ways.

##### **Objectives:**

- Improve daily, weekly and monthly tasks performed on city owned properties, medians and right of ways to present a professionally manicured landscape.
- Monitor and sustain current mowing cycles for city owned properties, medians and right of ways.
- Practice environmentally sound horticultural practices on a regularly scheduled basis to improve landscape quality throughout public grounds.

#### **Goal 2**

Improve maintenance on 80 miles of right of ways and medians and 117 acres of city owned property.

##### **Objectives:**

- Provide continuing training for all staff in turf, landscape, horticultural practices and maintenance.
- Monitor and sustain botanical beds and ornamental plantings with environmentally sound horticultural practices.
- Perform weekly routine maintenance of irrigated and non-irrigated medians utilizing city staff and contract services.

#### **Goal 3**

Maintain Public Grounds to ensure the safety and welfare of citizens and visitors of Mansfield while collaborating with other departments and operational field staff.

##### **Objectives:**

- Maintain the line of sight visibility on medians and right of ways throughout the city.
- Respond and mitigate hazardous tree conditions on public grounds, medians and right-of-ways.
- Coordinate with Code Enforcement and other city departments to address line of sight, hazardous tree conditions, illegal dumping and tall grass complaints on public grounds in a timely manner.

### Performance Objectives

- Maintain the level of service provided to citizens and visitors of Mansfield as we continue to acquire additional properties, acres and right-of-ways.
- Improve maintenance on 80 miles of right of ways and medians and 117 acres of city owned property.
- Maintain Public Grounds to ensure the health, safety and welfare of citizens and visitors of Mansfield and coordinate with other departments to achieve this goal.

Public Grounds	Actual 2012-2013	Actual 2013-2014	Budget 2014-2015	Budget 2015-2016
Demand				
Number of Right of Way mowed	56	56	59	61
Right of Ways Maintained (Miles)	74	74	76	80
City Facilities Maintained (Acres)	31	31	31	31
City Owned Property Maintained (Acres)	19.43	21	83	86
Medians Maintained (irrigated) (Miles)	11	11	12	17
Medians Maintained (non irrigated) (Miles)	9	9	15	11
Medians Mowed per Month	176	176	207	230
Workload				
Projects				3
Median Irrigation Heads	5207	5207	5207	6037
Flower Beds				348
Median Tree Bubbles	1250	1250	2508	2600
Median Irrigation Valves	370	370	439	477
Median Irrigation Controllers	38	38	74	76
Municipal Buildings Irrigation Heads	1671	1671	1659	1880
Municipal Buildings Tree Bubbles	84	84	84	196
Municipal Buildings Valves	104	104	101	125
Municipal Buildings Controllers	11	11	10	12
Productivity				
Average Park Crews per Day	6	6	7	7
Effectiveness				
Landscaped Entrances	5	5	5	5

**Measurable Outcomes:**

- Maintain the level of service provided to citizens and visitors of Mansfield as we continue to acquire additional properties, acres and right-of-ways.
- Improve maintenance on 80 miles of right of ways and medians and 117 acres of city owned property.
- Maintain Public Grounds to ensure the health, safety and welfare of citizens and visitors of Mansfield and coordinate with other departments to achieve this goal.

Public Grounds	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 1,002,316	\$ 1,014,495	\$ 1,099,882	8.42%
Operations	857,808	1,046,453	1,114,821	6.53%
Capital Projects				
Total	\$ 1,860,124	\$ 2,060,948	\$ 2,214,703	7.46%

Public Grounds	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Parks Superintendent	0.5	0.5	0.5	
Operations Supervisor	1	1	1	
Staff	14.5	14.5	14.5	
Total	16	16	16	

## **CULTURAL ARTS/SPECIAL EVENTS DEPARTMENT**

### **MISSION STATEMENT:**

To provide family friendly events, cultural activities and special events for all ages that will enhance the quality of life for participants and meets the needs of the community.

### **Department at a Glance**

The Cultural Services department budget increased 8.64% in FY 2015-2016 due to a 3% merit increase and new costs for the annual Rockin' 4<sup>th</sup> of July. The Special Events include Rockin' 4<sup>th</sup> of July, Winter Walk, Hometown Holidays, Wurstfest and various other community events.

### **Key Goals and Objectives**

#### **Goal 1**

Increase sponsorship opportunities.

Objectives:

- Network through the regional Chamber of Commerce and Women's Division affiliations.
- Solicit sponsorships to add additional opportunities for entertainment and programs throughout the park system.

#### **Goal 2**

Increase attendance at special events to over 125,000 patrons.

Objectives:

- Cross market with the Mansfield Chamber of Commerce to increase exposure.
- Increase social media exposure of events.
- Develop new and creative ways to advertise events.

#### **Goal 3**

Continue to provide quality community wide Special Events.

Objectives:

- Continue to evaluate and improve current popular events such as Rockin' 4<sup>th</sup> of July, Winter Walk, Night on the Town and Hometown Holidays.
- Continue to assist local organizations with the development of their events held throughout the year.
- Continue to monitor state and national trends by being active in professional organizations such as TFEA and IFEA.

### **Performance Objectives**

- Increase sponsorship opportunities.
- Increase attendance at special events to over 125,000 patrons.
- Continue to provide quality community wide Special Events.

Cultural Arts	Budget 2012-2013	Actual 2013-2014	Budget 2014-2015	Budget 2015-2016
Demand				
Population	58,565	59,831	60,000	63,248
Workload				
Number of Special Events	12	13	15	15
Number of New Special Events	1	2	2	2
Number of Sponsors	24	22	22	25
Number of New Sponsors	4	4	4	4
Productivity				
Monetary Total from Sponsors	\$54,000	\$ 24,500	\$ 35,500	\$ 30,000
In-kind Total from Sponsors	2,100	\$ 32,000	\$ 23,000	\$ 35,000
Effectiveness				
Event Attendance	26,400	32,500	33,396	35,000
Event Approval Rating	95%	95%	95%	95%

**Measurable Outcomes:**

- Maintain at least 20 Parks and Recreation sponsors for the value of sponsor contributions.
- Explore new marketing and advertising opportunities.

Cultural Services	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 60,701	\$ 79,760	\$ 84,306	5.70%
Operations	93,332	167,500	184,319	10.04%
Capital				
Projects				
Total	\$ 154,033	\$ 247,259	\$ 268,625	8.64%

Cultural Arts	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Coordinator	1	1	1	
Total	1	1	1	

## **PUBLIC LIBRARY DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Mansfield Public Library department is to provide free and equal access to a broad range of informational resources, creating opportunities for recreation, education and the pursuit of life-long learning.

### **Department at a Glance**

The Library department includes the City Librarian, Adult Services Librarian, Library Assistant, Youth Services Librarian, Technical Services and Systems Librarian, Administrative Assistant, Library Technical Assistant and six (6) part-time clerical staff. The library budget increased 6.21% in FY 2015-2016 due to a 3% merit increase and additional technology and library book upgrades. The library is open six days per week and operates from a 17,000 square foot facility

### **Key Goals and Objectives**

#### **Goal 1**

Maintain accreditation with the Texas State Library System.

Objectives:

- Broaden acquisition of library resources in print and electronic form to fit the needs of Mansfield residents.
- Increase hours of operation in the morning and evening as staffing permits.
- Increase number and scope of adult and youth program activities.

#### **Goal 2**

Make residents of Mansfield aware of the library and continue to develop access to the library's program of resources and services.

Objectives:

- Promote and facilitate cultural and informational programs in the library.
- Take advantage of the availability of social media outlets to inform residents and promote library programming.
- Continue to broaden library programming through cooperative efforts with neighboring libraries.

#### **Goal 3**

Continue to improve library technology to meet the changing needs of Mansfield residents.

Objectives:

- Upgrade library WiFi access to meet the changing needs of Mansfield.
- Offer personalized instruction on various types of online programming for Mansfield Residents.
- Increase functionality of the library website to allow better communication between library users and staff.

### **Performance Objectives**

- Maintain accreditation with the Texas State Library System.
- Make residents of Mansfield aware of the library and continue to develop access to the library's program of resources and services.

- Continue to improve library technology to meet the changing needs of Mansfield residents.

Library	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Annual Library Visits	152,591	140,922	162,000	173,000
Library Resources Used	285,986	317,754	365,000	391,000
Public Computer Users	32,986	35,018	40,000	43,000
Public Computer Use (hours)	22,793	20,738	30,000	32,000
Library Cards Issued (on file)	39,793	42,853	53,000	57,000
Meeting Room Users	12,281	11,843	13,600	15,000
Program Attendance	5,566	7,021	8,000	9,000
Hits On Library Web Page	150,440	128,838	148,000	158,000
Electronic Resource Use	39,521	45,793	53,000	57,000
Workload				
Square Footage Maintained	15,332	15,332	15,332	15,332
Material Collection Items	73,641	74,373	80,000	86,000
Volunteer Hours	1,943	1,685	1,900	2,000
Average Monthly Visits	14,446	11,744	13,000	14,000
Productivity				
Square Footage Maintained	15,332	15,332	15,332	15,332
Material Collection Items	73,641	74,373	80,000	86,000
Public Access Computers	23	24	34	34
Volunteer Hours	1,943	1,685	1,900	2,000
Average Monthly Visits	14,446	11,744	13,000	14,000
Effectiveness				
Annual Percent Increase/Decrease of library use	0.0%	11.0%	15.0%	11.0%
Annual Library Visits	152,591	140,922	162,000	173,000
Library Materials and Resources Used	285,986	317,754	365,000	391,000



**Measurable Outcomes:**

- Increase visits to the library.
- Library circulation of materials and use of digital and other resources.
- Attendance at library programs and activities.

Library Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 596,772	\$ 709,345	\$ 752,125	6.03%
Operations	224,056	246,799	263,401	6.73%
Capital Projects				
Total	\$ 820,828	\$ 956,143	\$ 1,015,526	6.21%

Library Full Time Equivalent Positions	2013-2014 Budget	2014/2015 Budget	2015/2016 Budget	2015/2016 Additions
City Librarian	1	1	1	
Adult Services Librarian	1	1	1	
Administrative Assistant	1	1	1	
Library Assistant	1	1	1	
Youth Services Librarian	1	1	1	
Library Systems Manager	1	1	1	
Librarian	1	1	1	
Part-Time Staff	4	4	4	
Total	11	11	11	

## **COMMUNICATIONS AND MARKETING DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Communications and Marketing department is to be the citizen, staff and media link to the City of Mansfield government enabling each to access information on city related news and events, understand local and regional issues and their impact to Mansfield and participate in on-going, city-wide dialogue to build consensus and community support. The department's mission is accomplished through the implementation of the directives outlined in the Strategic Communications & Marketing Plan.

### **Department at a Glance**

The Communications and Marketing department includes the Communications Director and one (1) Graphic Artist. The Communications and Marketing budget decreased 14.62% due to reductions costs related to the Mansfield 125 celebration.

### **Key Goals and Objectives**

#### **Goal 1**

Provide resources for citizens, staff and media to get access to community news and learn more about community issues.

##### **Objectives:**

- Improve information distribution through the implementation of a strategic digital communications plan to include online reports and interactive media.
- Continue to work with the IT department on the new city website and implementation of a new content management system and development of other on line and mobile communication tools.
- Develop print and digital materials for new and existing residents that focus on city services and information.

#### **Goal 2**

Promote and market the city through promotional materials, advertising and marketing campaigns.

##### **Objectives:**

- Expand the reach of the city's new brand strategy and increase the city's profile on a local and national level through advertising and media relations.
- Work with departments such as tourism, economic development, parks and recreation and environmental services to market information and activities.
- Work with city departments to develop a branded and comprehensive signage program throughout the city directing residents and visitors to facilities and specific areas of Mansfield including Historic Downtown.

#### **Goal 3**

Improve interdepartmental communications.

##### **Objectives:**

- Assist the Human Resources and IT departments to develop internal communication tools.
- Develop the multi-media program for the annual awards banquet.

## Performance Measures

- Provide resources for citizens, staff and media to get access to community news and learn more about community issues.
- Promote and market the city through promotional materials, advertising and marketing campaigns.
- Improve interdepartmental communications.

	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Communications & Marketing				
Demand				
Meetings	30	30	42	42
City Staff	507	511	528	532
Hits to City Website (annually)	523,000	612,500	655,000	720,500
Workload				
Annual Reports Printed	300	300	200	200
Citizen Newsletters Printed	120,000	124,000	124,000	124,000
Annual Reports Distributed	300	300	200	200
Productivity				
Resident & Visitors Guides (NEW)	10,000	10,000	15,000	15,000
Annual Reports Printed	300	300	200	200
Citizen Newsletters Printed	120,000	124,000	18,000	18,000
Effectiveness				
Column Inches of Newspaper Coverage	1,200	1,200	1,400	1,400
City Website Usage per month	48,000	51,042	69,000	75,900
Citizen Newsletters Printed	120,000	124,000	18,000	18,000

## Measurable Outcomes:

- Provide resources for citizens, staff and media to get access to community news and learn more about community issues.
- Promote and market the city through promotional materials, advertising and marketing campaigns.
- Improve interdepartmental communications.

Comm. & Marketing Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 241,656	\$ 224,913	\$ 236,114	4.98%
Operations	81,129	164,827	96,639	-41.37%
Capital Projects				
Total	\$ 322,784	\$ 389,740	\$ 332,753	-14.62%

Communications & Marketing Full Time Equivalent Positions	2013-2014 Budget	2014/2015 Budget	2015/2016 Budget	2015/2016 Additions
Communications Director	1	1	1	
Graphic Designer	1	1	1	
Total	2	2	2	

## HISTORICAL SERVICES DEPARTMENT

### MISSION STATEMENT:

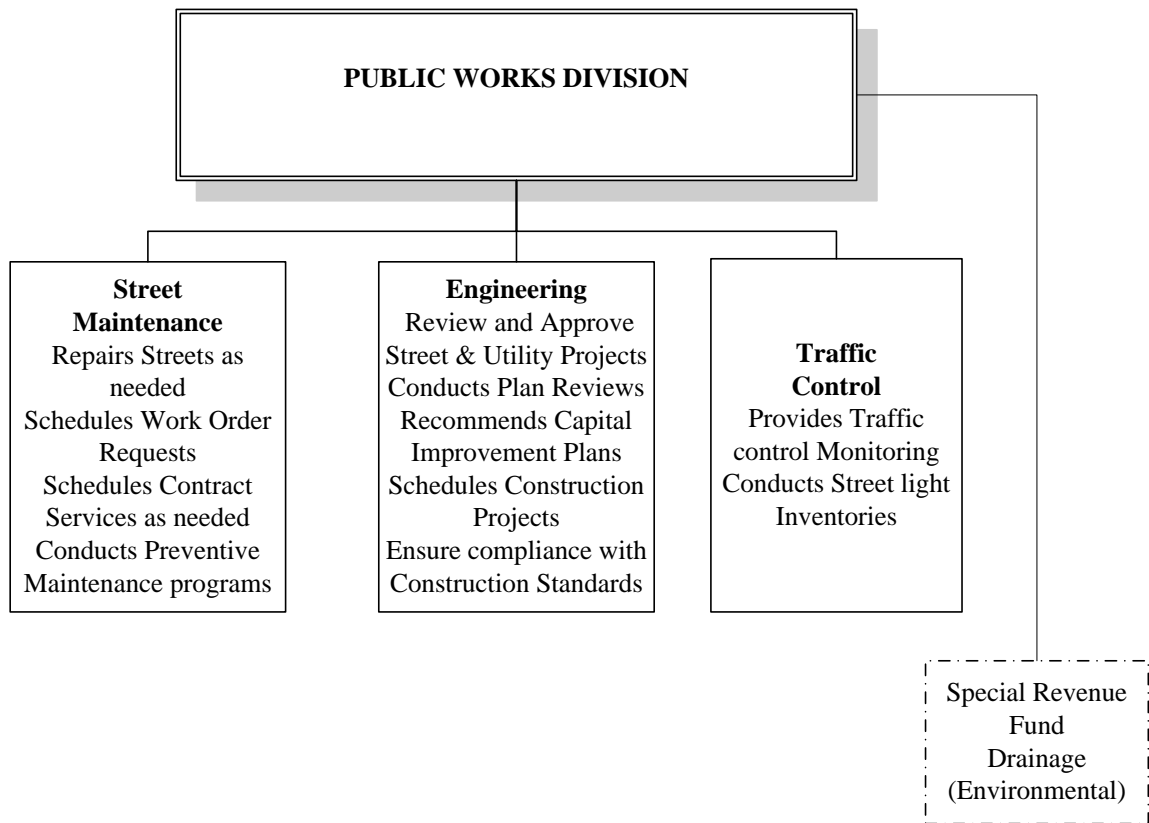
The mission of the Historical Services department is to preserve the historical building and history of Mansfield, to provide access to the community with our research materials, genealogy access, and provide tours to elementary school children, civic groups, boys' and girls' scout groups and other groups interested in the City of Mansfield's history.

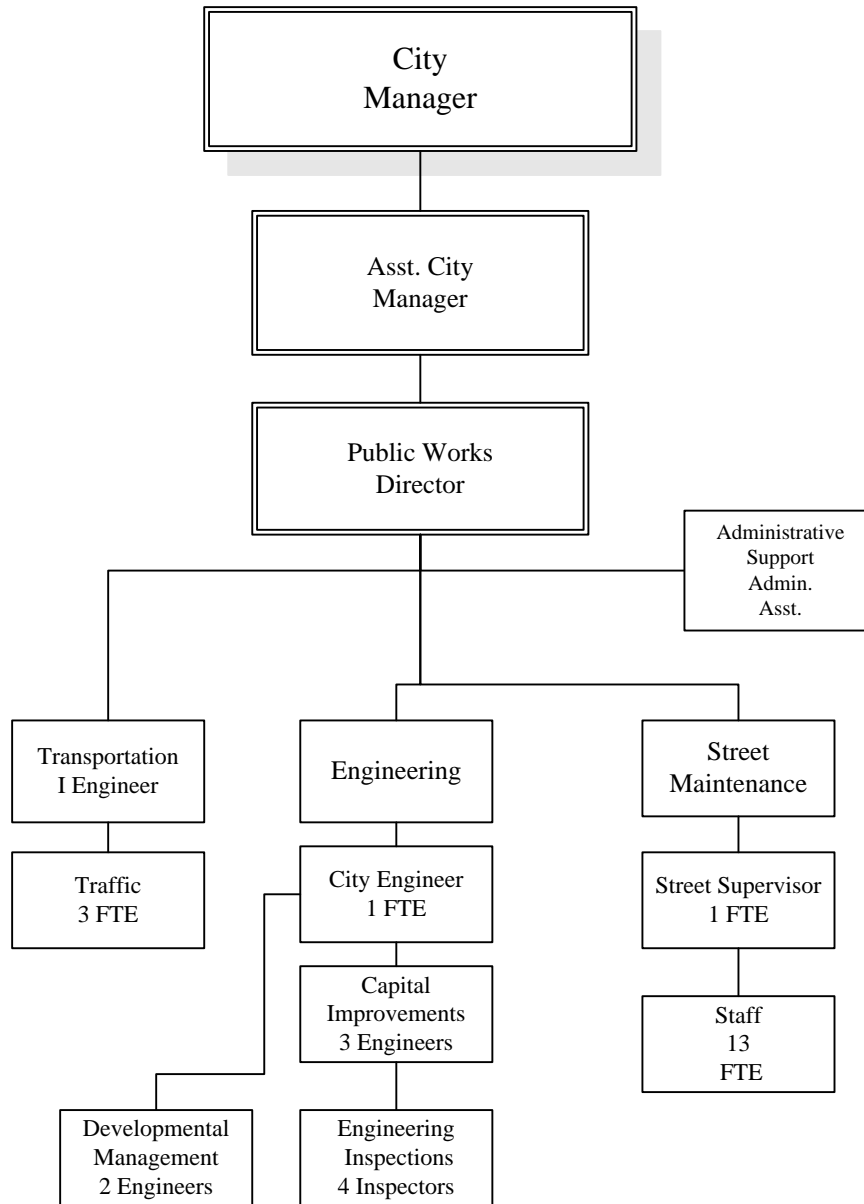
### Department at a Glance

The Historical Services Department includes the City Museum Specialist. The department was created in the General Fund in FY 2013-2014 and is managed by the City Librarian. Previously, the entire funding for this department was included in the City's annual hotel/motel allocation.

Historical Services Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 38,644	\$ 35,974	\$ 50,564	40.56%
Operations	4,429	4,910	3,910	-20.37%
Capital Projects				
Total	\$ 43,072	\$ 40,884	\$ 54,474	33.24%

Historical Services Full Time Equivilent Positions	2013-2014 Budget	2014/2015 Budget	2015/2016 Budget	2015/2016 Additions
Museum Specialist	1	1	1	
Total	1	1	1	





### At a Glance

#### The Public Works Division Highlights

- ❑ An estimated 80 projects are “in progress” in FY 2015-2016.
- ❑ The Street Maintenance Department maintains 410 lane miles of streets.

## DIVISION AT A GLANCE

### PUBLIC WORKS DIVISION

#### Budget Summary

The Public Works Division includes the Engineering department, Street Maintenance department and the traffic control department was created to service the ever growing number of traffic signals within the city. The division is also responsible for all street construction, utility construction and drainage construction within the city. The Full Time Equivalent (FTE) budgeted positions in this fund are also budgeted on an allocation basis in the street, utility and drainage funds. The Public Works Division budget increased 23.07% due to a 3% merit increased, increased costs for maintenance of the streets, signals, and the addition of one (1) new tradesperson in Street Maintenance.

Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Engineering	\$ 424,734	\$ 386,148	\$ 418,760	8.45%
Street Maintenance	2,495,374	2,391,474	3,189,159	33.36%
Traffic Control	898,028	1,072,116	1,129,884	5.39%
<b>Total</b>	<b>\$ 3,818,136</b>	<b>\$ 3,849,737</b>	<b>\$ 4,737,803</b>	<b>23.07%</b>

Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 1,392,062	\$ 1,419,010	\$ 1,606,216	13.19%
Operations	2,388,250	2,430,727	3,131,587	28.83%
Capital Projects	37,824			
<b>Total</b>	<b>\$ 3,818,136</b>	<b>\$ 3,849,737</b>	<b>\$ 4,737,803</b>	<b>23.07%</b>

Public Works	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Public Works Director	1	1	1	
Secretary	1	1	1	
City Engineer	1	1	1	
Engineer	4	4	4	
Inspectors	5	5	5	
Technician	1	1	1	
Street Supervisor	1	1	1	
Administrative Assistant	1	1	1	
Traffic Control Supervisor	1	1	1	
Repair Technician	1	1	1	
Street Maintenance Staff	9	12	13	1
<b>Total</b>	<b>26</b>	<b>29</b>	<b>30</b>	<b>1</b>

## **ENGINEERING DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Engineering Department is to oversee the design and construction of all street, traffic, drainage, and water & sewer improvements within the City of Mansfield. The Engineering department is also responsible for establishing and updating master plans for these systems and design and construction standards.

### **Department at a Glance**

The Engineering department monitors all street, utility and drainage projects from the conceptual stage through the preparation of construction plans, contract documents, completion and final acceptance of construction projects. The engineering department includes the Director of Public Works, City Engineer, five (5) engineers, five (5) inspectors, one technician and one secretary. A portion of the salary and benefits are allocated to the street, utility and drainage funds. The Engineering budget increased 8.45% due to a 3% merit increase and increases in service requirements.

### **Key Goals and Objectives**

#### **Goal 1**

Improve selected streets and utility infrastructure.

Objectives:

- Continue the design and construction of the projects in the street bond program.
- Continue the design and construction of water and sanitary sewer projects identified in the utility master plans.
- Identify infrastructure needs for 2016.

#### **Goal 2**

Review, revise and implement updated design and construction standards.

Objectives:

- Review, revise and implement updates to Standard Construction guidelines.
- Revise and implement the Roadway & Access Management Design Criteria Manual.
- Review, revise and implement the Storm water Management Design Manual.

#### **Goal 3**

Update the City of Mansfield Thoroughfare Plan and Roadway Impact Fee Study.

Objectives:

- Establish and oversee the contract for traffic consultant updating efforts to update traffic modeling and proposed thoroughfare plan changes.
- Develop and oversee contract with transportation consultant to update the Roadway Impact Fee Study.
- Process the approval of the Thoroughfare Plan and Impact Fee Study through the Planning and Zoning Commission and City Council by November of 2016.

### **Performance Objectives**

- Improve selected streets and utility infrastructure.



- Review, revise and implement updated design and construction standards.
- Update the City of Mansfield Thoroughfare Plan and Roadway Impact Fee Study.

Engineering	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Departments Supervised	5	5	5	5
Capital Funds monitored	4	4	4	4
Capital Budgets Monitored (millions)	35.4M	22.7M	55.5M	43.8M
Service Area	36.64	36.64	36.64	36.64
Street Miles Maintained (Lane Miles)	245	408	248	410
Miles of Water & Sewer Mains	530	577	538	540
On-going Projects	53	81	58	80
Workload				
Projects in Progress	53	81	58	80
Departmental Staffing	13	12	13	13
Contractors Monitored	216	225	220	225
Effectiveness				
Projects Completed	5	13	8	10
Street Improvements (Miles)	3	7	3	2
Utility Improvements (Miles)	4	3	4	2
Drainage Improvements (Miles)	1	5	1	1

#### Measurable Outcomes:

- Improve selected streets and utility infrastructure.
- Review, revise and implement updated design and construction standards.
- Update the City of Mansfield Thoroughfare Plan and Roadway Impact Fee Study.

Engineering	Actual	Budget	Budget	% Change
Departments	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 380,623	\$ 311,535	\$ 344,148	10.47%
Operations	44,112	74,613	74,613	0.00%
Capital				
Projects				
Total	\$ 424,734	\$ 386,148	\$ 418,760	8.45%

Engineering	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Public Works Director	1	1	1	
Secretary	1	1	1	
City Engineer	1	1	1	
Engineer	4	4	4	
Inspectors	5	5	5	
Technician	1	1	1	
Total	13	13	13	

## Do You Know?

The City Maintains 410 Lane Miles of Streets, 45 Traffic Signals and 70 Street Light Flashers.



## **STREET MAINTENANCE DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Street Maintenance Department is to sustain and optimize the structural life of the city's streets in the most cost effective manner and provide preventive maintenance to existing concrete and asphalt streets.

### **Department at a Glance**

The Street Maintenance department includes the street maintenance supervisor, and thirteen (13) maintenance staff. The Street Maintenance budget increased 33.36% due to a 3% merit increase, one (1) new tradesperson and increased costs for street maintenance and repairs.

### **Key Goals and Objectives**

#### **Goal 1**

Continue to increase the productivity of the department by utilizing existing staff as they become more proficient in street, curb and gutter and roadway maintenance and repair.

Objectives:

- Use maintenance staff to perform pothole repair and other minor street repairs as needed.
- Reduce the need for outsourcing by increased employee skill sets internally. Develop a congruent training environment by introducing quantifiable programs.
- Reduce the cost of materials by utilizing existing purchasing agreements in place with Tarrant County and other entities.

#### **Goal 2**

Continue an aggressive yearly program of preventative maintenance to lengthen the service life of streets that are in relatively good condition therefore reducing future maintenance costs.

Objectives:

- Utilize crack sealing processes on asphalt and concrete repairs.
- Utilize Public Works Management software to inventory maintenance records, assisting in long term maintenance decisions.
- Develop preventative programs targeting not only aging streets, curbs and gutters but also more recently constructed streets, in order to optimize street life.

#### **Goal 3**

Expand the use parameters and life of aging heavy equipment.

Objectives:

- Train current employees to increase staff's comprehension of fleet services and develop best practices and maintenance methods.
- Develop a preventive maintenance system to enhance productive hours for heavy equipment.
- Orchestrate projects, requiring a specific piece of heavy equipment, in order to reduce the staging hours required for each specified project.

### Performance Objectives

- Continue to increase the productivity of the department by utilizing existing staff as they become more proficient in street, curb and gutter and roadway maintenance and repair.
- Continue an aggressive yearly program of preventative maintenance to lengthen the service life of streets that are in relatively good condition therefore reducing future maintenance costs.
- Expand the use parameters and life of aging heavy equipment.

	Actual 2012/2013	Actual 2014/2015	Budget 2014/2015	Budget 2015/2016
Street Maintenance				
Demand				
Calls for Service	4,525	4,478	4,105	4,500
Service Area	36.64	37	36.64	36.64
Workload				
Work Orders Processed	3,685	3,752	3,745	3,750
Streets Maintained (Lane Miles)	242	408	242	410
Streets Maintained-Unpaved	5	5	5	5
Streets Maintained-Surface Treatment	53.50	53.50	53.50	53.50
Productivity				
Asphalt Overlays (square feet)	42,971	42,983	42,980	42,000
Street Segments Repaired	2,550	3,065	2,555	2,700
Curb & Gutter Repairs (linear feet)	4,161	4,180	4,195	
Effectiveness				
Avg Repair Time-Days	2.10	2	2	4
Cost per Mile-Paving Repairs	\$ 12.50	\$ 14.75	13.60	15.50

### Measurable Outcomes:

- Continue to increase the productivity of the department by utilizing existing staff as they become more proficient in street, curb and gutter and roadway maintenance and repair.
- Continue an aggressive yearly program of preventative maintenance to lengthen the service life of streets that are in relatively good condition therefore reducing future maintenance costs.

Street Maintenance	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 834,562	\$ 850,910	\$ 985,734	15.84%
Operations	1,622,988	1,540,564	2,203,424	43.03%
Capital	37,824			
Projects				
Total	\$ 2,495,374	\$ 2,391,474	\$ 3,189,159	33.36%

Street Maintenance	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Street Supervisor	1	1	1	
Administrative Assistant	1	1	1	
Traffic Control Supervisor	1	1	1	
Repair Technician	1	0	0	
Street Maintenance Staff	7	10	11	1
Total	11	13	14	1

## **TRAFFIC CONTROL DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Traffic Control Department mission is to safely and efficiently operate, maintain, repair all signals, signs, pavement markings and streetlights within the City of Mansfield.

### **Department at a Glance**

The Traffic Department budget increased 5.39% due to the increased costs of signal, signage and contract service agreements and a 3% merit increase. The Traffic Control department consists of one traffic signal supervisor, traffic technician and one staff member.

### **Key Goals and Objectives**

#### **Goal 1**

Ensure all signals, signs, markings and street lights are maintained in good workable condition.

Objectives:

- Utilize on call staff to repair hazardous situations.
- Monitor timing of signals to ensure efficient and safe traffic flow.
- Ensure work orders are processed in a timely manner.
- Be proactive in replacement of faded/damaged signs.

#### **Goal 2**

Continue an aggressive semi-annual program of traffic signal preventative maintenance to lengthen the service life of signals that are in relatively good condition therefore reducing future maintenance costs.

Objectives:

- Utilize new technology to reduce operating cost and improve traffic flow efficiency.
- Utilize Public Works Management software to inventory maintenance records, street light outages and schedule long term maintenance decisions.
- Develop and implement preventative programs targeting not only aging signals but also newer signals.

#### **Goal 3**

Apply for grant opportunities when available.

Objectives:

- Monitor the Council of Governments for Grant opportunities.
- Monitor the State and Federal websites for grant opportunities.

### **Performance Objectives**

- Maintain signals and street lights within the City of Mansfield.
- Monitor and apply for Grants whenever possible.
- Repair signals and street lights in a timely manner.

	Actual	Actual	Budget	Budget
Traffic Control	2012/2013	2014/2015	2014/2015	2015/2016
Demand				
Calls for Service	1,825	1,089	906	1,100
Traffic Signals Calls	33	218	256	230
Service Area	36.64	36.64	36.64	36.64
Workload				
Calls for Service	1,825	1,089	1,086	1,100
Street Signals Maintained	33	42	45	45
Street Light Flashers	68	62	68	70
Productivity				
Traffic Signal Calls		218	256	230
School Flasher Calls		32	30	35
Streetlight Calls		393	273	400
Guardrail Repair		8	3	5
LOS Calls (loss of services)		6	12	5
Graffiti		5	14	5
Traffic Signs		410	318	400
PD Calls		192	180	200
Service Calls answered within 24 hours	100%	100%	100%	100%
Grants				
Effectiveness				
Service Calls answered within 24 hours	100%	1,089	100	1,100
Avg Repair Time-Days	2	1	1	1
Line of Sight/Calls for Service		23		20

**Measurable Outcomes:**

- The Traffic Control department was created using existing staff from street maintenance.
- The traffic department will maintain 31 street lights and monitor over 1,500 street lights.

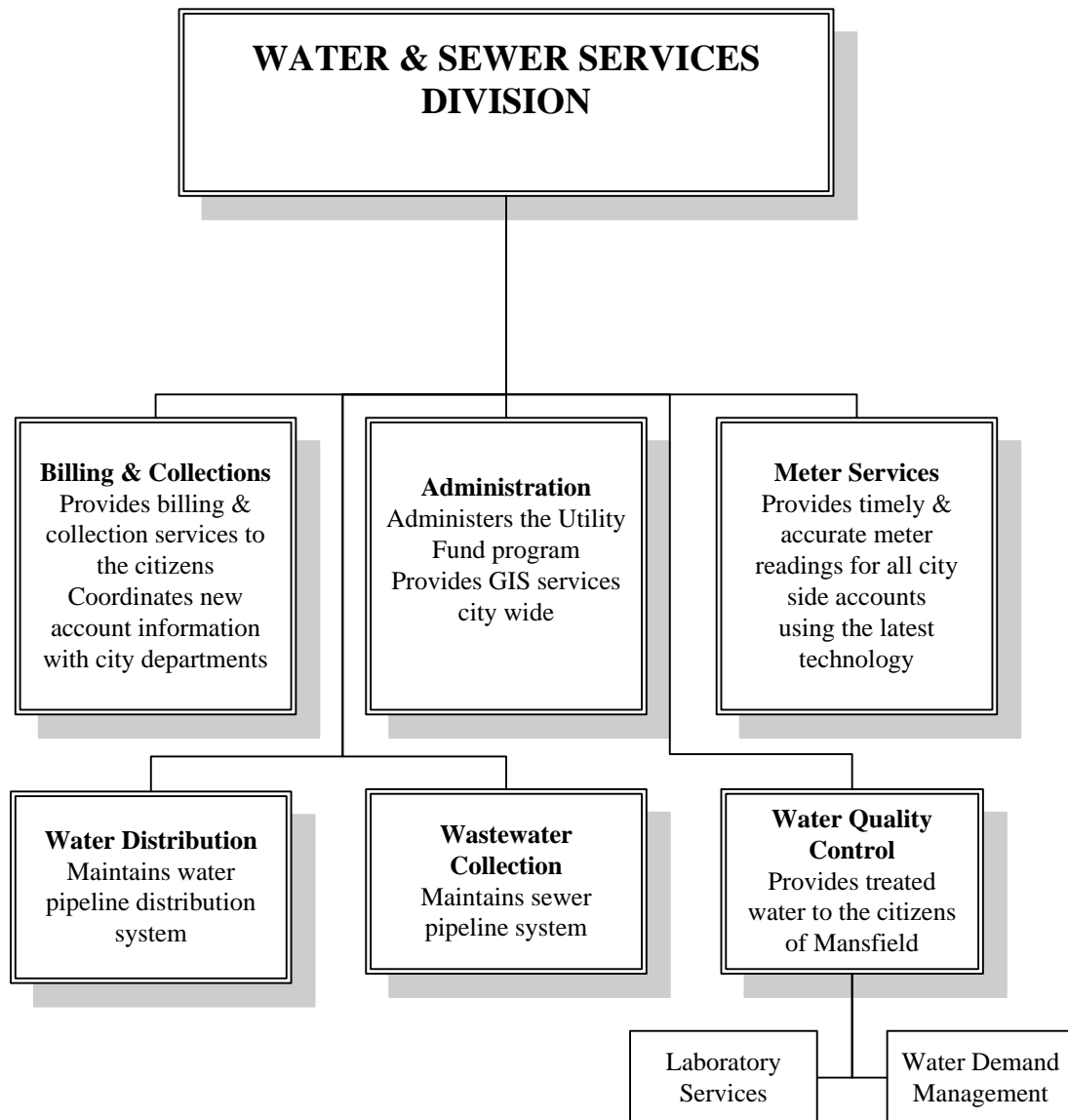
Traffic Control	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 176,877	\$ 256,566	\$ 276,334	7.70%
Operations	721,151	815,550	853,550	4.66%
Capital				
Projects				
Total	\$ 898,028	\$ 1,072,116	\$ 1,129,884	5.39%

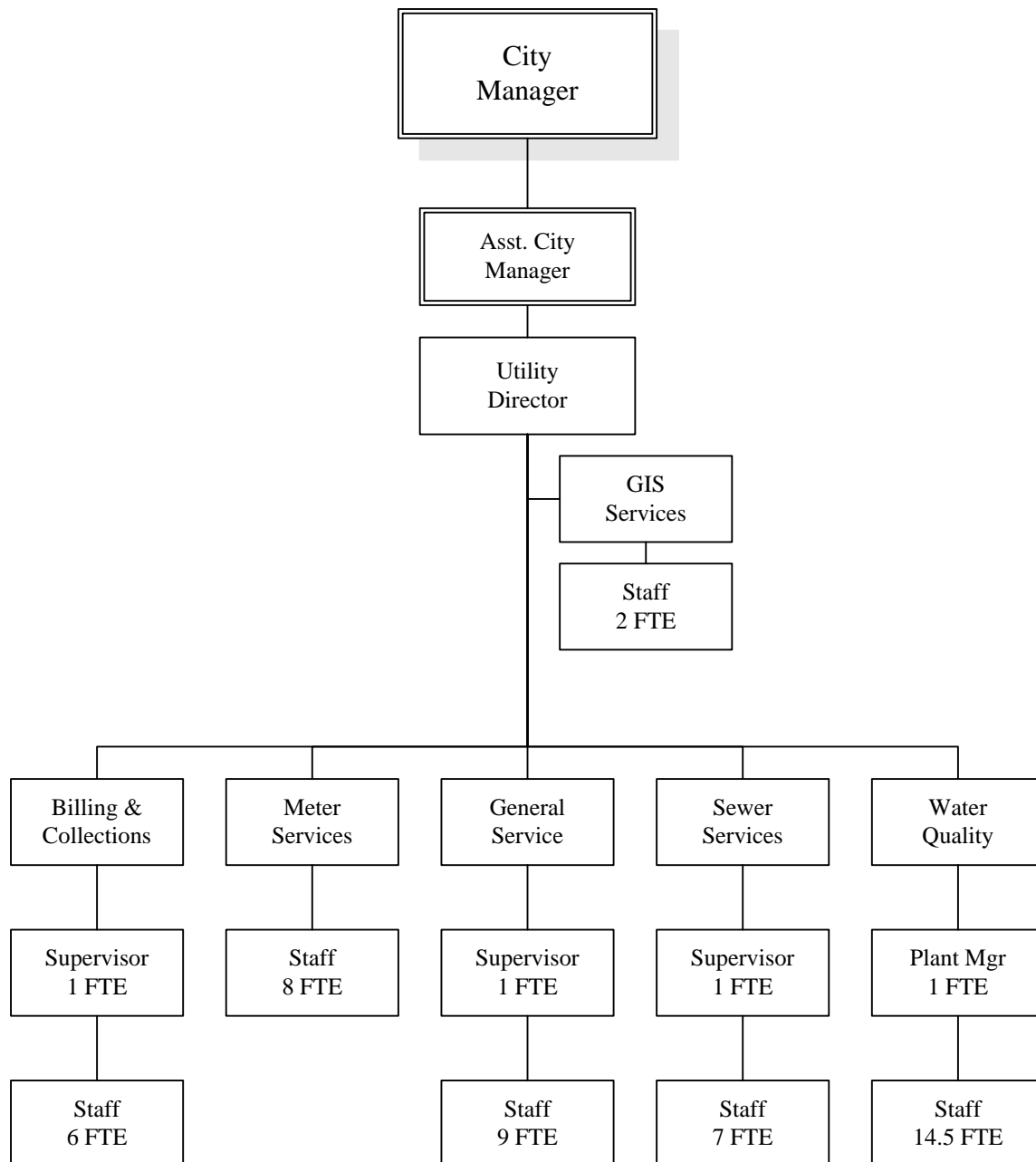
Traffic Control	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Traffic Signal Supervisor	1	1	1	
Maintenance Staff	2	2	2	
Total	3	3	3	

## **ENTERPRISE FUNDS**

*The Enterprise Funds are used for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are comprised of the Water & Sewer Fund, the Law Enforcement Center Fund and the Environmental Services Fund.*







#### At a Glance

##### **“The Water & Sewer Division Highlights**

- ☐ Water Plant pumping daily pumping capacity 57 Million gallons per day.
- ☐ Estimated Treatment capacity is 45,000,000

## DIVISION AT A GLANCE

### WATER & SEWER DIVISION

#### Budget Summary

The Utility Division includes the Administration, Billing, and Meter Reading, General Service, Sewer, Treatment Water Quality, Laboratory Services and Water Demand departments. The Utility Division budget increased 4.26% due to estimated increases in water purchase cost, electricity costs, sewer treatment, chemical supply cost and a 3% merit increase.

Utility Division Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Administration	\$ 587,854	\$ 733,065	\$ 907,492	23.79%
Billing & Collections	847,110	876,375	981,412	11.99%
Meter Reading & Repair	1,030,615	841,184	896,530	6.58%
General Service	961,970	824,766	896,376	8.68%
Wastwater Collection	5,729,654	6,432,892	6,545,041	1.74%
Treatment Services	6,636,395	7,813,875	7,602,733	-2.70%
Water Quality	244,489	169,215	407,255	140.67%
Laboratory Services	114,421	106,329	203,696	91.57%
Water Demand	131,449	124,991	\$ 244,985	96.00%
<b>Total</b>	<b>\$ 16,283,957</b>	<b>\$ 17,922,692</b>	<b>\$ 18,685,521</b>	<b>4.26%</b>

Division Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 4,138,401	\$ 4,053,664	\$ 4,397,269	8.48%
Operations	11,902,436	13,753,729	14,138,750	2.80%
Capital Projects	243,121	115,298	149,501	29.66%
<b>Total</b>	<b>\$ 16,283,957</b>	<b>\$ 17,922,692</b>	<b>\$ 18,685,521</b>	<b>4.26%</b>

### Do You Know?

- The City can pump up to 57,000,000 million gallons per day.
- The City has a 95% Water Accountability Rating.
- The City has been rated as a “Superior” Water System.

## SUMMARY OF WATER & SEWER DIVISION STAFFING

Water & Sewer Division	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Utility Operations	1	1	1	
Assistant Director of Utilities	1	1	1	
Budget Administrator	0	0	1	1
GIS Coordinator	1	1	1	
GIS Technician	1	1	1	
Billing Supervisor	1	1	1	
Senior Billing Clerk	1	1	1	
Billing Clerk	1	1	1	
Customer Service Representative	2	2	2	
Cashier	1	1	1	
Receptionist	1	1	1	
Meter Crew Leader	1	1	1	
Meter Technician	2	2	2	
Meter Reader	4	3	2	-1
Data Entry Clerk	0	1	1	
Administrative Assistant	1	1	1	
Field Operations Manager	1	1	1	
Crew Leaders	4	4	4	
Inventory Clerk	1	1	1	
Tradesman	4	3	3	
Field Supervisor	1	1	1	
Crew Leader (Sewer)	3	3	2	-1
Utility Technician (Sewer)	1	1	1	0
Tradesman (Sewer)	3	4	2	-2
Water Treatment Plant Manager	1	1	1	
Building Staff	1	1	0	-1
Supervisor	3	3	1	-2
Chief Operator	0	0	1	1
Instrument Technician	1	1	1	
Chief Operator A	2	2	0.5	-1.5
Plant Operator B	3.5	3.5	2	-1.5
Plant Operator C	1	1	3	2
Pre-Treatment Coordinator	0	0	1	1
Educational Specialist	1	1	0	-1
TradesStaff	0	0	3	3
Educational Specialist	0	0	1	1
Support Staff	0	0	1	1
Lab Supervisor	1	1	1	
Operator A	0	0	1	1
Total	51.5	51.5	51.5	0

## **WATER & SEWER ADMINISTRATION DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Water & Sewer Administration department is to effectively and efficiently direct the operations of the Utility Division by maximizing the use of all available equipment, staff and assets to provide the citizens with “Superior” utility service.

### **Department at a Glance**

The Water & Sewer Administration department includes the Director of Water & Sewer Operations, Assistant Director of Utilities, Budget Administrator, GIS coordinator and one (1) GIS technician. The Utility Administration increased 23.79% due to a 3% merit adjustment and the addition of the Budget Administrator.

### **Key Goals and Objectives**

#### **Goal 1**

Strategic Planning-Control utility costs and maintains a superior level of service as the City continues to grow.

##### **Objectives:**

- Allocate resources efficiently with regard to public infrastructure improvements and maintenance.
- Work closely with regional planning groups when planning for current and future water supplies.
- Work closely with the Trinity River Authority and neighboring communities to ensure that sufficient sewer treatment capacity is available and affordable.

#### **Goal 2**

Watershed Management and Litter Abatement - To protect public health and enhance the quality of life of Mansfield residents through the implementation of watershed management and litter abatement programs.

##### **Objectives:**

- Provide educational and volunteer opportunities at Beautification Day, Adopt-a-Street, Trash Off, Creekside Cleanup and cookout events.
- Reduce the landfill waste and operational cost associated with tree limb, brush and debris disposal by offering free mulch to Mansfield residents.
- Participate in regional efforts to reduce litter and maintain healthy streams, creeks, rivers and lakes.

#### **Goal 3**

Water Conservation and Drought Contingency-Implement the strategies identified by City Council in the 2014 amendment to the City’s water conservation and drought contingency plans.

##### **Objectives:**

- Expand the awareness of water related issues by hosting indoor and outdoor water management workshops.
- Provide assistance to Mansfield Utility Customers in the form of free landscape irrigation system audits, minor repair classes and controller programming instruction.
- Effectively and efficiently communicate with Mansfield utility customers during transitions from one drought stage to another.

## Performance Objectives

- Strategic Planning-Control utility costs and maintains a superior level of service as the city continues to grow.
- Watershed Management and Liter Abatement-To protect public health and enhance the quality of life of Mansfield residents through the implementation of watershed management and liter abatement programs.
- Water Conservation and Drought Contingency-Implement the strategies identified by City Council in the 2014 amendment to the City's water conservation and drought contingency plans.

	Actual 2012/2013	Actual 2013/2014	Actual 2014/2015	Budget 2015/2016
Administration				
Demand				
Service Departments	6	6	6	7
Division Staff	52.25	52.25	52.25	58.25
Division Budget	\$ 21,145,974	\$ 27,765,024	\$ 26,238,805	\$ 28,817,525
Workload				
Utility Division Projects	9	9	9	10
Average Daily Calls for Service	14	14	14	14
Productivity				
Ground Storage Capacity (millions/gal)	4.75	4.75	4.75	4.75
Elevated Storage Capacity (millions/gal)	4.00	4.00	5.00	5.00
Pumping Capacity (daily/gal)	57,000,000	57,000,000	5,700,000	5,700,000
Department Meetings	14	14	14	14
Effectiveness				
Public Water System Rating	Superior	Superior	Superior	Superior
Percent Meeting Monthly Standards	100%	100%	100%	100%
Treatment Capacity (millions/gal)	45	45	45	45
GIS Integration of Systems	100%	100%	100%	100%

## Measurable Outcomes:

- The treatment capacity is 45,000,000 gallons
- The Public Water System is continues to be rated "Superior"

Administration	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 472,842	\$ 576,548	\$ 706,451	22.53%
Operations	115,011	152,517	201,042	31.82%
Capital		4,000		100.00%
Projects				
Total	\$ 587,854	\$ 733,065	\$ 907,492	23.79%

Administration	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Utility Operations	1	1	1	
Assistant Director of Utilities	0	1	1	
Budget Administrator	0	0	1	1
GIS Coordinator	1	1	1	
GIS Technician	1	1	1	
Total	3	4	5	1

## **BILLING & COLLECTIONS DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Billing & Collections department is to provide the highest quality cost effective service to the citizens of Mansfield by processing and maintaining utility accounts, collect and receipt revenues, produce and monitor field work orders and provide statistical information to aid in the planning and development of the Utility Division.

### **Department at a Glance**

The Billing & Collections department consists of a billing supervisor, senior billing clerk, billing clerk, customer service representative, two (2) cashiers and receptionist. The billing & collections department budget increased 11.99% in due to a 3% merit adjustment and increases in supply costs, contract services and postage.

### **Key Goals and Objectives**

#### **Goal 1**

Continue expanding the new billing and collection software within the department that incorporates new technology to make the billing and collection aspect of the department more efficient with information used in the billing process.

##### **Objectives:**

- Enhance training for all personnel in their respective positions to utilize the new software.
- Continue to develop procedures for the new software to aid in cross training personnel on new software.
- Completion of cross training on each procedure to ensure that a minimum of two employees are trained for each procedure.

#### **Goal 2**

Train all personnel on the Harmony 4G software interface with the STW system.

##### **Objectives:**

- Familiarize each employee with the purpose and outcome of the software.
- Duplicate training in all areas of software backup.
- Facilitate better communication with residents as a result of software use.

#### **Goal 3**

Continue to explore new avenues made available through web based systems that allow the department to be more efficient.

##### **Objectives:**

- Review new web based additions to existing applications that will allow the department to screen new applicants.
- Continue to explore new web based systems that will enhance the department's overall operation.
- Continue to promote, educate and encourage citizens to utilize the on line bill payment options.

## Performance Objectives

- Continue expanding the new billing and collection software within the department that incorporates new technology to make the billing and collection aspect of the department more efficient with information used in the billing process.
- Train all personnel on the Harmony 4G software interface with the STW system.
- Continue to explore new avenues made available through web based systems that allow the department to be more efficient.

	Actual 2012/2013	Actual 2013/2014	Actual 2014/2015	Budget 2015/2016
Billing & Collections				
Demand				
Population	58,490	59,230	60,000	63,248
Active Meter Accounts	19,570	20,157	20,939	21,173
Workload				
Payments Processed	21,496	20,157	20,157	26,500
Walk In Customers (monthly)	2,041	2,002	2,027	2,542
New Utility Connections (annually)	2,255	2,323	2,284	2,908
Productivity				
"On & Off" Service Requests (annually)	4,297	4,426	4,330	6,420
Staffing	7	7	7	7
Effectiveness				
Electronic Payments (annually)	199,448	209,420	215,072	410,960
Payments Processed	21,496	19,895	18,294	26,500
Walk In Customers (monthly)	2,041	2,245	2,351	2,542

## Measurable Outcomes:

- Strive to have all staff cross-trained to enable the department to function with limited staffing.
- Accurately bill all residents for water usage on a timely basis.
- Research web-based technology for new avenues of utilization for customer convenience.

Billing & Collections Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 529,986	\$ 508,370	\$ 576,745	13.45%
Operations	317,124	368,005	404,667	9.96%
Capital Projects				
Total	\$ 847,110	\$ 876,375	\$ 981,412	11.99%

Billing & Collections Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Billing Supervisor	1	1	1	
Senior Billing Clerk	1	1	1	
Billing Clerk	1	1	1	
Customer Service Representative	2	2	2	
Cashier	1	1	1	
Receptionist	1	1	1	
Total	7	7	7	



## **METER READING DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Meter Reading department is to provide accurate, reliable and efficient meter reading services for the citizens.

### **Department at a Glance**

The Meter Reading department includes the meter crew leader, meter reading supervisor two (2) meter technicians, two (2) meter readers and data entry clerk. The budget decreased 6.58% due a 3% merit increase and purchase of new 4G meters to continue the technology upgrades City-wide.

### **Key Goals and Objectives**

#### **Goal 1**

Provide efficient and accurate meter reading services necessary to ensure accurate billing to the customer.

Objectives:

- Meter reading cycles shall be completed in a timely manner in order to provide citizens with a consistent billing period from month to month.
- Continue adding only 3-G meters to new housing additions so that meter readers and routes will not be overwhelmed.
- Maintain the number of meter reads per day without sacrificing accuracy.

#### **Goal 2**

Maintain the water meters in the city and improve the process of meter reading.

Objectives:

- Meters that have become difficult to read or inaccurate shall be changed out.
- Meter readers will make work orders for deficiencies that have been identified and, if addressed, will result in increased accuracy and/or efficiency as well as running weekly reports in an attempt to identify reading errors and/or problems with existing meters.
- Continue with our change out meter program, changing existing meters to 3-G meters that allow the meter reading staff to read meters with greater accuracy and speed.

#### **Goal 3**

Utilize available technology to improve efficiency and professional development of existing staff.

Objectives:

- Integrate the 3-G radio read meters with the cities GIS system.
- Implement fixed base technology to read large quantities of meters within seconds.
- Continue to implement a training program that enables staff to expand their knowledge of most recent meter reading technology.

### **Performance Objectives**

- Accurately read all meters in a timely manner.
- Repair and replace meters in a timely manner
- Expand the use of radio read meters to expedite the reading process.

	Actual 2012/2013	Actual 2013/2014	Actual 2014/2015	Budget 2015/2016
Meter Reading & Repairs				
Demand				
Active Meter Accounts	19,969	20,203	20,441	21,078
Workload				
Average Meters Read (per meter reader monthly)	6,656	6,734		15,163
Meter Re-Reads( annually)	3,026	3,508	3,302	3,005
Meter Sets (per Month)	26	28	25	36
Productivity				
Customer Service Requests (annually )	13,017	12,337	12,885	1,440
Cut Offs ( annually )	3,722	4,376	4,827	3,900
Effectiveness				
Percent of Meters Read (Monthly)	100%	100%	100%	100%
New Meter Sets ( annually )	308	333	358	440
Change Out Register / Meters ( annually )	892	2,907	3,671	1,400

### Measurable Outcomes:

- Provide efficient and accurate meter reading services necessary to ensure accurate billing to the customer.
- Maintain the water meters in the city and improve the process of meter reading.
- Utilize available technology to improve efficiency and professional development of existing staff.

Meter Reading & Repair Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 536,881	\$ 466,205	\$ 480,577	3.08%
Operations	272,552	287,479	405,952.40	41.21%
Capital	221,182	87,500	10,000	-88.57%
Projects				
Total	\$ 1,030,615	\$ 841,184	\$ 896,530	6.58%

Meter Reading Full Time Equivilent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Meter Crew Leader	1	1	1	
Meter Technician	2	2	2	
Meter Reader	4	3	2	-1
Data Entry Clerk	0	1	1	
Administrative Assistant	1	1	1	
Total	8	8	7	-1

## **GENERAL SERVICES DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Water Distribution department is the maintenance and repair of approximately 292 miles of water pipeline ranging in size from 6-54 inches in diameter, 19,600 service connections, 4,084 water valves, 2,266 fire hydrants, 91 air release valves and 42 blow off valves. The department is dedicated to providing a professional level of service and continuous water supply to our customers.

### **Department at a Glance**

The Water Distribution Department includes the Field Operations Manager, four (4) crew leaders, one (1) inventory clerk and three (3) tradespersons. The Water Distribution department budget increased 8.68% due to a 3% merit increase and increases in supplies and repair costs.

### **Key Goals and Objectives**

#### **Goal 1**

Utilize Cross Connection Control and Backflow Prevention-maintain cross connection control program in order to prevent contamination of the city's public drinking water system associated with cross-connections and backflow.

##### **Objectives:**

- Verify that all backflow prevention devices are installed according to manufacturer's specifications and local regulations.
- Administer the commercial cross-connection control and backflow prevention program in such a way that all devices are tested upon installation and at least annually thereafter.
- Administer the residential backflow prevention program in such a way that all residential landscape irrigation backflow prevention devices are tested upon installation and at least annually thereafter.

#### **Goal 2**

Elimination of Sanitary Sewer System Inflow and Infiltration; maintain a program that identifies areas with infiltration and eliminates areas with inflow into the sewer system.

##### **Objectives:**

- Monitor off-site, new construction for exposed or broken sewer mains and connections during the rough stage of construction.
- Utilize data collected from smart lids to identify increasing flows during rain events.
- Identify and prioritize line repairs based on data collected from video inspections and smoke testing of sewer mains.

#### **Goal 3**

Technology and Efficiency-Improve the efficiency of the department via implementation and utilization of technology.

##### **Objectives:**

- Train staff to operate within MyGov.
- Integrate MyGov with a mobile device for field completion of work orders.
- Utilize MyGov for field mapping in place of map books.

### Performance Objectives

- Maintain the water pipeline delivery system.
- Identify, track and replace the water pipeline system using the work order database.
- Improve the work order data management system.

	Actual 2012/2013	Actual 2013/2014	Actual 2014/2015	Budget 2015/2016
Water Distribution				
Demand				
Water Pipeline System (miles)	290	292	310	325
Calls for Service (monthly)	145	131	130	120
Workload				
Minor Leaks Repaired ( annually )	130	136	151	145
Main Leaks Repaired ( annually )	70	48	48	40
Fire Hydrant Maintained ( annually )	63	120	1,250	70
Productivity				
Valves Exercised ( annually )	527	293	500	320
Water Taps ( annually )	11	11	12	10
Utility Inspection ( annually )	222	488	548	1,100
Test Double Check or RPZ ( annually )	2	6	93	55
Water Camera ( annually )	68	227	290	350
Flush Hydrants ( annually )	803	595	793	800
Effectiveness				
Calls Answered within 4 hours	100%	100%	100%	100%
Percent Meeting Monthly Standards	100%	100%	100%	100%

### Measurable Outcomes:

- The department has maintained the existing pipeline system and 2 additional pipeline miles while reducing the operating budget.
- 100% of all service calls are answered within 4 hours.

General Services	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 773,973	\$ 619,383	\$ 678,085	9.48%
Operations	166,058.29	181,585	193,790	6.72%
Capital	21,939	23,798	24,501	2.95%
Projects				
Total	\$ 961,970	\$ 824,766	\$ 896,376	8.68%

Water Distribution	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Field Operations Manager	1	1	1	
Crew Leaders	4	4	4	
Inventory Clerk	1	1	1	
Tradesman	4	3	3	
Total	10	9	9	

## **WASTEWATER COLLECTION DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Wastewater Collection department is to provide customers of the system with superior service in a sanitary and cost effective manner. The department will provide all necessary service to ensure the proper operation and maintenance of approximately 19,986 customer service connections, 257 miles of sewer mains, 13 sanitary sewer pump stations and 2 sewer metering stations.

### **Department at a Glance**

The Wastewater Collection department includes the Field supervisor, two (2) crew leaders, utility technician and two (2) tradesmen. The Wastewater Collection department budget increased 1.74% due to a 3% merit adjustment and transfer of two (2) staff to other departments within the utility division.

### **Key Goals and Objectives**

#### **Goal 1**

The department will meet the needs of a growing sanitary sewer customer base by improving and prioritizing maintenance activities with the work order data management system and repair existing plastic sewer mains throughout the city.

##### **Objectives:**

- Customize the report function of the work/order data base system to make maximum use of historical information related to recurring maintenance issues.
- Improve the generation, collecting and tracking of work orders to reduce travel time and improve program efficiency.
- Track maintenance time and cost to evaluate replacement or repair options.

#### **Goal 2**

The department will monitor existing sewer pipeline capacity and conditions to ensure uninterrupted service and adequate availability in high growth areas.

##### **Objectives:**

- Staff will note sewer line capacity on new work order forms and provide information that will prioritize projects and update planning efforts.
- Staff will provide a monthly report of any system overflow or blockage for system evaluation.
- Video inspections of slow flowing or problem mains will allow staff to identify specific locations for repair and improve the flow in existing mains.

#### **Goal 3**

Staff will aid in the maintenance and updates of the sanitary sewer system computer model and sewer master plan by providing field services and recorded observations.

##### **Objectives:**

- Staff will provide pertinent work order information to the GIS system and engineering staff that will be used to keep the sanitary sewer model updated.
- Staff will provide historical information relative to the analysis of individual sewer basins.

## Performance Objectives

- Improve and prioritize maintenance activities.
- Monitor sewer conditions to provide uninterrupted service.
- Provide field services to identify and improve problem areas.

	Actual 2012/2013	Actual 2013/2014	Actual 2014/2015	Budget 2015/2016
Wastewater Collection				
Demand				
Sewer Lines (miles)	268	278	267.01	307
Sewer Customers	17,249	17,727	17,974	17,953
Calls for Service ( Monthly )	388	264	268	335
Workload				
Sewer Line Video Inspections ( annually )	69	57	64	65
Lift Station Maintenance ( annually )	1,254	443	465	515
Average Daily Sewer Flow (gallons)	5,640,558	5,622,000	5,782,667	5,782,667
Productivity				
Sewer Lines Repaired ( annually )	6	26	25	25
Manholes Cleaned ( annually )	734	234	245	540
Sewer Taps ( annually )	2	9	10	15
Effectiveness				
Service Requests answered within 4 hours	100%	100%	100%	100%
Grease Trap Inspections ( annually )	147	131	137	80
Waste Hauler Inspections ( annually )	57	60	38	38

## Measurable Outcomes:

- Additional sewer lines have been added with no increase in staff or operational costs other than sewer treatment cost increases.
- New Grease Trap and Water Hauler inspections will be done without an increase in staff or operational costs.

Wastewater Collection	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 527,509	\$ 592,934	\$ 491,329	-17.14%
Operations	5,202,146	5,839,958	6,007,712	2.87%
Capital Projects			46,000	100.00%
Total	\$ 5,729,654	\$ 6,432,892	\$ 6,545,041	1.74%

Sewer	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Field Supervisor	1	1	1	
Crew Leader (Sewer)	3	3	2	-1
Utility Technician (Sewer)	1	1	1	0
Tradesman (Sewer)	3	3	2	-1
Total	8	8	6	-2

## **TREATMENT SERVICES**

### **MISSION STATEMENT:**

The mission of the Treatment Services Department is to provide citizens with a superior public drinking water source and to meet all state and federal requirements regarding quality, monitoring and reporting practices as cost efficiently as possible.

### **Department at a Glance**

The Treatment Department budget includes the Plant Manager, one (1) Supervisors, one part time (.5) Operator A, two (2) Operator B's, three (3) Operator C, instrument technician and one (1) Chief Operator. The Water Treatment budget increased 5.12% due to the increased cost of water from the Trinity River Authority, a 3% merit increase and realignment of positions within the division.

### **Key Goals and Objectives**

#### **Goal 1:**

Superior Drinking Water System-Maintain the Superior Public Drinking Water System ranking issued by the Texas Natural Resources Conservation Commission by meeting all pending revisions to rules that govern drinking water production and distribution.

#### **Objectives:**

- Provide continuing education and training to operators and distribution staff so that updated information on new rules, methods and requirements are employed to maintain system integrity and compliance.
- Revise existing treatment methods and system operations based on new state and federal regulations.
- Evaluate and modify monitoring and reporting practices to meet new regulations and improve treatment processes.

#### **Goal 2:**

Electrical Performance-Optimize electrical performance of high service pumps stations.

#### **Objectives:**

- Utilize pump performance matrix when selecting which high service pumps to use in a given scenario.
- Monitor changes in high service pump performance with the predictive maintenance program.
- Use real time electrical consumption data to decrease peak electrical usage.

#### **Goal 3:**

Proficiency Testing- Comply with state mandated Proficiency Testing.

#### **Objectives:**

- Adhere to established PT schedule.
- Purchase PT standards of the highest quality.
- Provide training of laboratory staff on PT procedures.

## Performance Objectives

- Superior Drinking Water System-Maintain the Superior Public Drinking Water System ranking issued by the Texas Natural Resources Conservation Commission by meeting all pending revisions to rules that govern drinking water production and distribution.
- Electrical Performance-Optimize electrical performance of high service pumps stations.
- Proficiency Testing- Comply with state mandated Proficiency Testing.

Water Quality	Actual 2012/2013	Actual 2013/2014	Actual 2014/2015	Budget 2015/2016
Demand				
Average Monthly Water Flow (gallons)	343,200,000	291,000,000	328,000,000	358,000,000
Water Customers	19,969	20,203	20,441	21,078
Bacteriological Samples	720	750	760	760
Workload				
Annual Purchased Drinking Water (gallons)	395,000	395,000	395,000	395,000
Annual Raw water Purchased (billion/gal)	3.798	3.873	3.873	3.873
Average KWH Water Pumped	1,032	1,032	1,032	1,032
Annual Plant Production (billions/gal)	3.472	3.483	3.94	4.30
State of Texas Compliance Samples	30	30	30	30
Irrigation Systems	11,694	11,958	12,222	12,486
Water Conservation Initiatives	10	21	18	24
Productivity				
Ground Storage Capacity (millions/gal)	4.25	4.25	4.25	4.25
Elevated Storage Capacity (millions/gal)	4.00	4.00	4.00	4.00
Pumping Capacity (daily/gal)	57,000,000	57,000,000	57,000,000	57,000,000
Treatment Capacity (gallons)	45,000,000	45,000,000	45,000,000	45,000,000
Irrigation Plans reviewed within 24 Hours	100%	100%	100%	100%
Effectiveness				
Public Water System	Superior	Superior	Superior	Superior
Accountability (water billed)	95%	95%	95%	95%
Postive Total Coliform/Fecal Bacteria Samples	None	2	None	None
Citizen participation in conservation	1,000	3,290	3,389	3,490
Compliance with EPA Pretreatment Regulations	100%	100%	100%	100%



**Measurable Outcomes:**

- Superior Drinking Water System-Maintain the Superior Public Drinking Water System ranking issued by the Texas Natural Resources Conservation Commission by meeting all pending revisions to rules that govern drinking water production and distribution.
- Electrical Performance-Optimize electrical performance of high service pumps stations.
- Proficiency Testing- Comply with state mandated Proficiency Testing.

Treatment Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 899,343	\$ 1,018,783	\$ 815,018	-20.00%
Operations	5,737,051	6,795,092	7,330,151.45	7.87%
Capital Projects			69,000	
Total	\$ 6,636,395	\$ 7,813,875	\$ 8,214,170	5.12%

Water Treatment Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Water Treatment Plant Manager	1	1	1	
Building Staff	1	1	0	-1
Supervisor	3	2	1	-1
Chief Operator	0	0	1	1
Instrument Technician	1	1	1	
Chief Operator A	2	4.5	0.5	-4
Plant Operator B	3.5	1	2	1
Plant Operator C	1	2	3	1
Total	12.5	12.5	9.5	-3

## **WATER QUALITY**

### **MISSION STATEMENT:**

The mission of the Water Quality Department is to ensure water quality throughout the water and collection system and educate the community on water conservation.

### **Department at a Glance**

The Water Quality department includes education specialist. The Water Quality budget increased 140.67% due to the transfer of three (3) positions to the Water Quality Department and a 3% merit increase.

### **Key Goals and Objectives**

#### **Goal 1:**

Ensure all commercial and industrial users are compliant with local, state and federal regulations.

Objectives:

- Permit new and existing industries that have the potential to discharge waste above local limits.
- Inspect, sample and monitor permitted industries to ensure compliance with permit requirements.
- Identify commercial and industrial users with high biochemical oxygen demand and total suspended solids in their waste stream.

#### **Goal 2:**

Educate the community on ways to protect the environment and water conservation measures.

Objectives:

- Educate the public on proper disposal of fats, oils and grease as well as provide a drop off location.
- Hold various workshops to educate the public on ways to save water. (rain barrel classes, Smart scape classes and gardening classes.
- Organize various cleanup events throughout the year.

#### **Goal 3:**

Submit regulatory compliance documents to various entities.

Objectives:

- Submit various annual reports to the Texas Water Development Board, Environmental Protection Agency, Trinity River Authority and Tarrant Regional Water District.
- Bring utility ordinances and resolutions to City Council for approval.
- Update monthly water and wastewater flows.

Water Quality Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 184,893	\$ 89,673	\$ 309,008	244.60%
Operations	59,597	79,542	98,247	23.52%
Capital Projects				
Total	\$ 244,489	\$ 169,215	\$ 407,255	140.67%

Water Quality Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Pre-Treatment Coordinator	0	0	1	1
Educational Specialist	1	1	1	0
TradesStaff	0	0	2	2
Total	1	1	4	3

## **WATER DEMAND MANAGEMENT**

### **MISSION STATEMENT:**

The mission of the Water Demand Management Department is to ensure water quality throughout the water and collection system and educate the community on water conservation.

### **Department at a Glance**

The Water Demand Management department includes the pre-treatment coordinator. The Water Demand Management budget increased 96% due to a 3% merit increase and the transfer of one (1) position into this department.

### **Key Goals and Objectives**

#### **Goal 1:**

Administer the Landscape Irrigation Program while permitting, inspecting and enforcing codes and ordinances set forth by the State of Texas under Title 30, Texas Administration Code, Chapter 344 and the City of Mansfield irrigation ordinance.

#### **Objectives:**

- Communicate with the Texas Commission on Environmental Quality to stay informed on current landscape regulations.
- Verify that all landscape irrigation plans issued to the City of Mansfield meet design criteria and verify that each new system installed is permitted and coordinates with the plan submitted.
- Conduct personal relations with irrigators in order to keep them informed of all current regulations and perform reviews and final inspections in a timely manner.

#### **Goal 2:**

Administer the Water Demand Management Plan which consists of drought contingency and the water conservation plan.

#### **Objectives:**

- Keep constant communication with the Tarrant Regional Water District and continue to monitor reservoir levels and implement the drought contingency and water conservation Plan.
- Enforce water waste prohibitions that have been established by city council in the Water Conservation Plan.
- Work with City Council, staff and the Tarrant Regional Water District to continually evaluate existing strategies and implement new and innovative methods for preserving the water supply for current and future generations.

#### **Goal 3:**

Promote the Utility Division's Water Quality and Water Conservation Public Education Campaign.

#### **Objectives:**

- Work with industry establishments and residents in hosing water conservation classes such as rain barrel construction.
- Administer the Residential Landscape Irrigation Backflow program.
- Assist residents by providing free landscape irrigation audits and system evaluation.

Water Demand Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 111,868	\$ 92,649	\$ 158,529	71.11%
Operations	19,581	32,342	86,456	167.32%
Capital Projects				
Total	\$ 131,449	\$ 124,991	\$ 244,985	96.00%

Water Demand Management Full Time Equivilent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Educational Specialist	0	0	1	1
Support Staff	0	0	1	1
Total	0	0	2	2

## LABORATORY SERVICES

### MISSION STATEMENT:

The mission of the Laboratory Service Department is to provide quality drinking water by measuring water bacteriological analysis that meets or exceeds all TCEQ and TNI (2009) standards and requirements regarding sample analysis, monitoring and reporting practices.

### Department at a Glance

The Laboratory Services Department includes one (1) lab supervisor and the addition of one (1) Operator A position. The Laboratory Services department budget increased 91.57% due to the realignment of positions within the utility division.

### Key Goals and Objectives

#### Goal 1:

Maintain laboratory accreditation issued by the TCEQ.

#### Objectives:

- Comply with established volume of sample analysis.
- Ensure compliance with established test methods.
- Evaluate reporting practices to ensure compliance with all requirements.

#### Goal 2:

Provide consistent laboratory bacteriological analysis.

- Continue to evaluate and modify the laboratory quality system.
- Adhere to established quality assurance and quality control procedures.
- Continue to provide correct documentation and record keeping.

#### Goal 3:

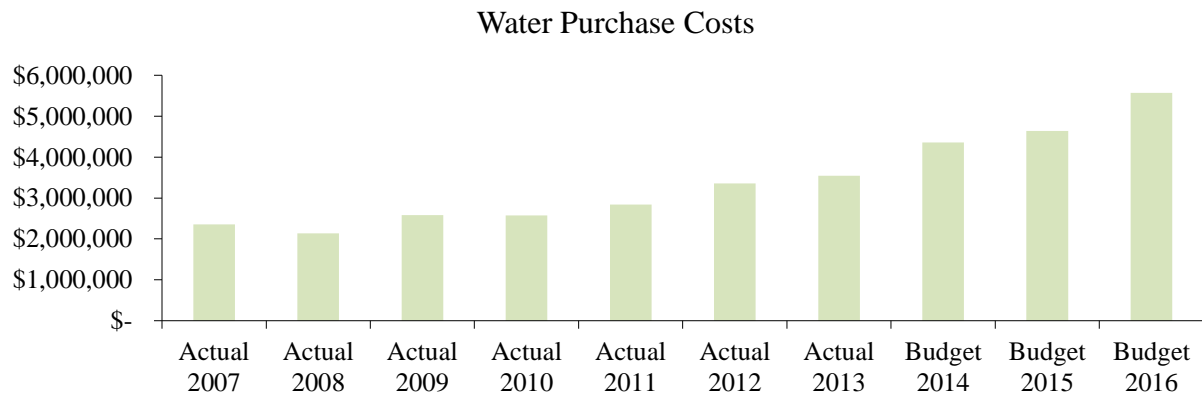
Maintain a pass rating on proficiency testing for laboratory accreditation.

#### Objectives:

- Provide continued training for laboratory staff and PT methods.
- Maintain an established proficiency test schedule.
- Evaluate PT reporting practices to ensure compliance with all requirement

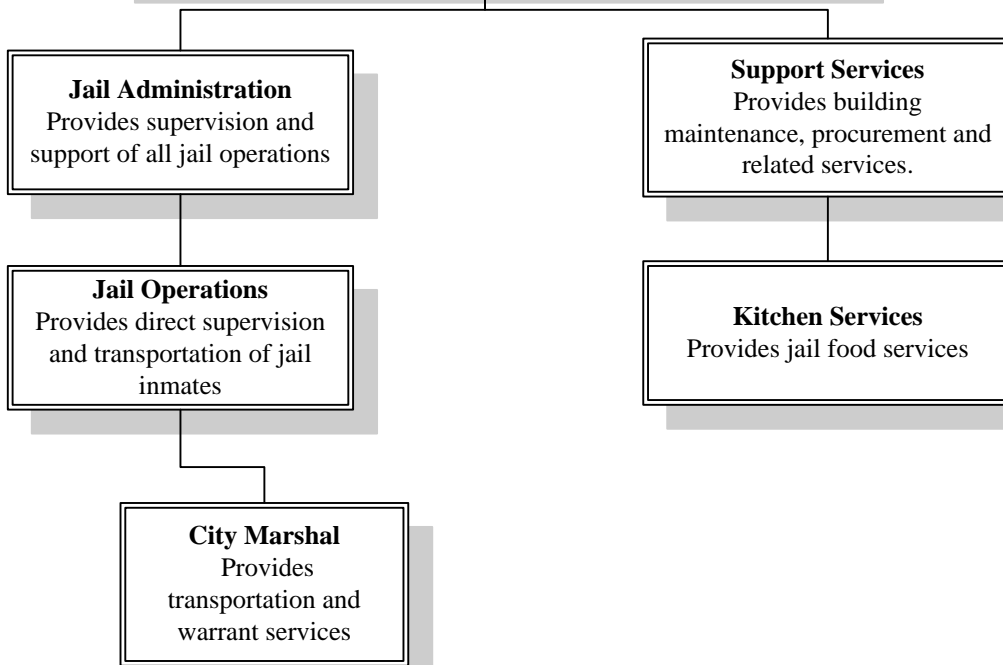
Laboratory Services Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 101,107	\$ 89,119	\$ 181,526	103.69%
Operations	13,315	17,210	22,170	28.82%
Capital Projects				
Total	\$ 114,421	\$ 106,329	\$ 203,696	91.57%

Laboratory Services	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Lab Supervisor	1	1	1	
Operator A	0	0	1	1
Total	1	1	2	1

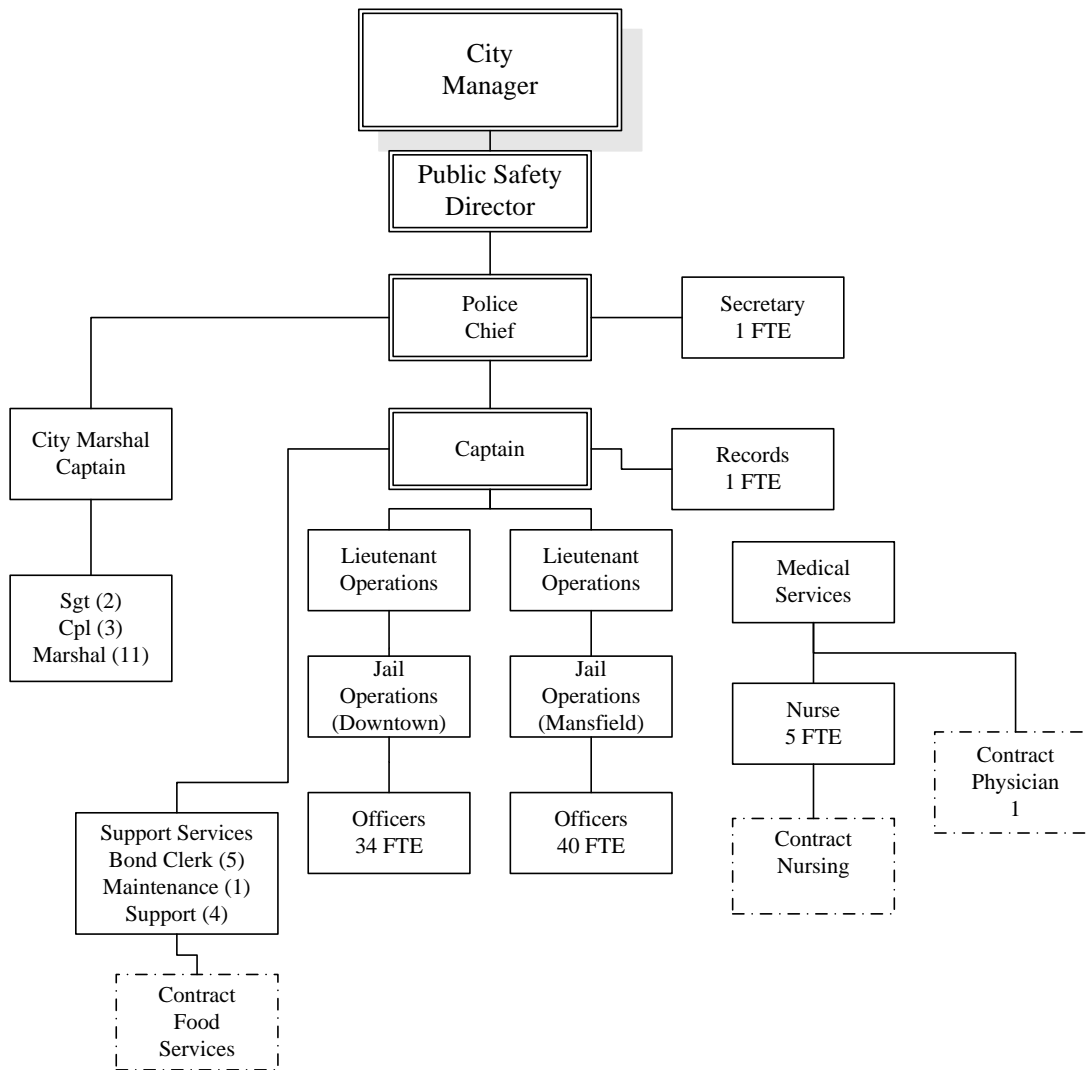


**DIVISION OF PUBLIC SAFETY**

**LAW ENFORCEMENT CENTER**







### At a Glance

#### The Jail Division Highlights

- ❑ The Jail has contracts with the Federal Government, The City of Ft. Worth The City of Burleson and The City of Kennedale to house prisoners.
- ❑ The Average Daily Inmate population is estimated in FY 2015-2016 is 378 prisoners.
- ❑ The jail is estimated to receive housing revenue in excess of \$9 million dollars in FY 2015-2016.

## DIVISION AT A GLANCE

### LAW ENFORCEMENT CENTER

#### Budget Summary

The Law Enforcement Center Division includes the Administration, Operations, City Marshal, Support, Kitchen and Medical departments. The Law Enforcement Center budget increased 2.52% due to a 3% merit increase and minimal operational increases.

Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Administration	\$ 259,990	\$ 325,629	\$ 294,420	-9.58%
Operations	6,022,708	5,852,136	5,846,732	-0.09%
City Marshal	1,367,466	1,627,026	1,866,053	14.69%
Support	659,266	973,587	1,041,045	6.93%
Food Service	606,685	522,583	499,298	-4.46%
Medical	517,316	588,913	591,491	0.44%
Total	\$ 9,433,432	\$ 9,889,873	\$ 10,139,039	2.52%

Division Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 8,157,299	\$ 8,468,770	\$ 8,664,516	2.31%
Operations	1,276,133	1,421,103	1,435,239	0.99%
Capital Projects	-	-	39,284	
Total	\$ 9,433,432	\$ 9,889,873	\$ 10,139,039	2.52%

## SUMMARY OF LAW ENFORCEMENT STAFFING

Law Enforcement Center	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Jail Administrator	1	0	0	
Captain	0	1	1	
Secretary	1	1	1	
Lieutenant	4	3	3	
Sergeant Operations	4	4	4	
Corporal	6	6	6	
Record Manager	1	1	1	
Correctional Officer*	62	63	63	
Lieutenant-City Marshal	0	1	1	
Sergeant-City Marshal	2	2	2	
Corporal-City Marshal	1	3	3	
City Marshal	14	11	11	
Maintenance Technician	1	1	1	
Bond Clerks	6	6	6	
Support Staff	3	3	3	
Nurse*	5	5	5	
<b>Total</b>	<b>111</b>	<b>111</b>	<b>111</b>	

\*Includes frozen positions

### Do You Know?

The City of Mansfield Law Enforcement Center has contracts with The City of Ft. Worth, City of Kennedale, City of Burleson and the Federal Government to hold prisoners.

## **ADMINISTRATION DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Administration Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Administration department budget increased 5.6% due to a 3% merit increase and additional supply, reproduction and meeting costs. .

### **Key Goals and Objectives**

#### **Goal 1:**

Enhance the efficiency of the inmate file process.

Objectives:

- Perform quality control checks of all inmate files quarterly.
- Improve procedures for processing of the inmates paperwork to allow for a more systematic approach utilizing technology.

#### **Goal 2:**

Enhance the Jail Commissary program.

Objectives:

- Explore outside commissary services to streamline commissary operations.
- Conduct an audit of items offered, removing items less likely to be used and adding items more likely to be used.

#### **Goal 3:**

Enhance supervisory staff through networking and continuing education.

Objectives:

- Host and facilitate a regional corrections roundtable with other jail command staff leaders.
- Enhance jail leadership professional knowledge through additional management training.

### **Performance Objectives**

- Enhance the efficiency of the inmate file process.
- Enhance the Jail Commissary program.
- Enhance supervisory staff through networking and continuing education.

	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Administration				
Demand				
Service Departments	6	6	6	6
Division Staff budgeted	111	111	111	105
Division Budget	\$ 9,444,419	\$ 9,774,111	\$ 9,889,873	\$ 10,139,039
Workload				
Staff supervised	111	111	111	105
Average Daily Inmate Population	408	400	365	378
Intergovernmental Agreements	4	4	6	7
Productivity				
Percent of Jail Beds Occupied	97%	96%	87%	90%
Staffing Levels Required	111	111	111	105
Effectiveness				
Housing Revenue	\$ 8,799,110	\$ 9,399,965	\$ 9,594,384	\$ 9,465,843
Telephone Revenue	\$ 171,147	\$ 200,687	\$ 167,000	\$ 175,000
Average Cost per Inmate per Day	\$ 62.12	\$ 66.94	\$ 74.23	\$ 73.48
Number of Agencies Using Facility	6	6	6	7

**Measurable Outcomes:**

- Quality control reviews of 10% of inmate files quarterly.
- Explore the benefits outsourcing the commissary function while increasing efficiency.
- Host a regional correctional roundtable and provide a minimum of 8 hours of continuing education for each supervisory staff member.

Administration	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 233,398	\$ 239,070	\$ 249,877	4.52%
Operations	26,592	39,731	44,544	12.11%
Capital Projects				
Total	\$ 259,990	\$ 278,800	\$ 294,420	5.60%

Administration	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Police Chief	1	1	1	
Secretary	1	1	1	
Total	2	2	2	

## **OPERATIONS DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Operations Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Operations department budget decreased slightly in FY 2015-2016 due to six (6) positions being frozen until inmate population levels increase. A 3% merit increase is included in FY 2015-2016.

### **Key Goals and Objectives**

#### **Goal 1:**

Implement a central supply for facility purchases.

Objectives:

- Create a centralized supply room and receiving point.
- Maintain a facility wide inventory list to improve purchasing power.

#### **Goal 2:**

Utilize inmate worker programs to accomplish facility work projects, specifically, cleaning and painting tasks.

Objectives:

- Develop policy and requirements to utilize non-violent offenders in a controlled indoor work detail.
- Train supervisory staff to initiate worker program.

#### **Goal 3:**

Reduce paper usage and handling while transitioning to a paperless facility.

Objectives:

- Review and update all forms utilized by the facility in preparation for submission to the management system.
- Integrate forms into the document management system for management and electronic dissemination.

### **Performance Objectives**

- Implement a central supply for facility purchases.
- Utilize inmate worker programs to accomplish facility work projects, specifically, cleaning and painting tasks.
- Reduce paper usage and handling while transitioning to a paperless facility.

	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Operations				
Demand				
Operations Staff	77	77	77	71
Average Daily Inmate Population	408	410	365	378
Workload				
Inmates Transported Daily	88	120	125	125
Average Daily Inmates booked	98	130	168	170
Average Daily Inmates released	99	130	168	170
Housing Units supervised	15	15	15	16
Productivity				
Average Processing time (minutes)	30	30	30	30
Minimum staffing-8 Hour shift	26	26	27	27
Effectiveness				
Turnover Rate	20%	15%	12%	12%
Mandatory Training Provided		100%	100%	100%

#### Measurable Outcomes:

- Implement a central supply program reducing operational supply expenses by 10%.
- Utilize inmate workers 10 hours each week to accomplish interior approved tasks.
- Review and update all facility forms and submit to the document management system for forms management.

Operations	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 5,863,221	\$ 5,637,840	\$ 5,666,576	0.51%
Operations	159,487	214,296	180,155	-15.93%
Capital				
Projects				
Total	\$ 6,022,708	\$ 5,852,136	\$ 5,846,732	-0.09%

Operations	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Lieutenant	4	3		3
Sergeant Operations	4	4		4
Corporal	6	6		6
Record Manager	1	1		1
Correctional Officer	62	63		63
Total	77	77		77

## **MARSHALS DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Operations Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Marshal's department budget increased 14.69% due to a 3% merit increase, equity adjustments and the addition of four mobile radios.

### **Key Goals and Objectives**

#### **Goal 1**

Increase warrant clearance rate.

Objectives:

- Dedicate a two officer team for conducting warrant service at least once per week.
- Complete training for all Support Services officers in advanced computer search technology.

#### **Goal 2:**

Improve the efficiency of the transport unit.

Objectives:

- Install mobile computers in each transport vehicle.
- Develop report templates and train on data capturing techniques.

#### **Goal 3:**

Enhance Support Services Division Training.

Objectives:

- In addition to the department and state requirements, each Support Services officers will complete additional scenario training.
- Support Services officers will serve in the cross training program of other divisions.

### **Performance Objectives**

- Increase warrant clearance rate.
- Improve the efficiency of the transport unit.
- Enhance Support Services Division training.

### **Measurable Outcomes:**

- Conduct at least fifty (50) warrant service details during the year.
- Completion of the automated reporting through improved technology.
- Each support officer to complete a minimum of sixty (60) hours of cross training to supplement the required training.



City Marshal Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 1,247,174	\$ 1,523,475	\$ 1,753,277	15.08%
Operations	120,293	103,550	73,492	-29.03%
Capital Projects			39,284	100.00%
Total	\$ 1,367,466	\$ 1,627,026	\$ 1,866,053	14.69%

City Marshal Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Lieutenant-City Marshal	0	1		1
Sergeant-City Marshal	2	2		2
Corporal-City Marshal	1	1		1
City Marshal	13	14		14
Total	16	17		17

## **SUPPORT SERVICES DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Support Services Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Support Services department budget increased 6.93% due to a 3% merit increase, increases in water utilities, contract services and equipment.

### **Key Goals and Objectives**

#### **Goal 1:**

Streamline and update the standard operating procedure (SOP's) for the bond Desk and publish all changes.

Objectives:

- Revise, train and publish the Bond Division SOP's.
- In addition to required training, provide additional career development training.

#### **Goal 2:**

Utilize staffing to reduce overtime.

Objectives:

- Improve working knowledge through cross-training efforts.
- Assist operations by providing coverage in other areas to minimize overtime expenditures within the division.

#### **Goal 3:**

Enhance maintenance initiatives.

Objectives:

- Expand the use of the work order system to address and track regular and preventive maintenance issues.
- Increase maintenance inspections for preventive maintenance issues.

### **Performance Objectives**

- Streamline and update the standard operating procedure (SOP's) for the bond Desk and publish all changes.
- Utilize staffing to reduce overtime.
- Enhance maintenance initiatives.

Support	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Computer Systems	30	30	51	52
Square Footage	42,816	42,816	42,816	42,816
Workload				
Work Orders Processed	1,255	1,480	1,127	1,300
Housing Units	16	16	16	15
Productivity				
Cooperative Purchasing Agreements	4	4	4	4
Effectiveness				
Staffing Level	5	6	6	6

**Measurable Outcomes:**

- Revise and update SOP's, train and disseminate.
- Reduce overtime in operations and support through cross-training initiatives.
- Reduce maintenance expenses by proactive inspection and preventative initiatives.

Support	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 338,803	\$ 656,607	\$ 698,422	6.37%
Operations	320,464	316,980	342,624	8.09%
Capital Projects				
Total	\$ 659,266	\$ 973,587	\$ 1,041,045	6.93%

Support	2013-2014	2014-2015	2015-2016	2015-2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Maintenance Technician	1	1		1
Support Staff	0	3		3
Bond Clerks	6	6		6
Total	7	10		10

## **FOOD SERVICE DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Food Services Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Food Service department budget decreased 4.46% due to estimated reduced inmate meals per day.

### **Key Goals and Objectives**

#### **Goal 1:**

Enhance the kitchen contractor program.

Objectives:

- Conduct quarterly meetings with the contractor to partner on menu options.
- Conduct on-going compliance inspections of product delivery and set up.

#### **Goal 2:**

Improve the kitchen efficiency.

Objectives:

- Increase kitchen inspections from eight per month to twelve per month conducted by the Law Enforcement Center supervisors.
- Evaluate all the kitchen equipment bi-annually for replacement and efficiency purposes.

#### **Goal 3:**

Enhance the monitoring of the vendor's staff.

Objectives:

- Increase meal count auditing from once per week to twice per week to ensure proper billing and delivery.
- Increase the required contractor training.

### **Performance Objectives**

- Enhance the kitchen contractor program.
- Improve the kitchen efficiency.
- Enhance the monitoring of the vendor's staff.

Food Service	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Average Daily Inmate Population	408	400	365	378
Average Daily Meals Served	1,224	1200	1,095	1,134
Workload				
Average Daily Meals Served	1,224	1200	1,095	1,134
Daily Meals	3	3	3	3
Hot Meals served Daily	2	2	2	2
Productivity				
Average Daily Calorie Count	2,800	2,800	2,800	2,800
Average Daily Meals Served	1,224	1200	1095	1134
Hot Meals served Daily	2	2	2	2
Effectiveness				
Staffing Level	7	7	7	7
Cost per Inmate per day	\$ 1.95	1.97	1.98	1.98

**Measurable Outcomes:**

- Reduce time from preparation to delivery.
- Demonstrate increased inspections in the tracking systems.
- Demonstrate the vendor's management through the established tracking system.

Food Service	Actual	Budget	Budget	% Change
Summary	2013/2014	2014-2015	2015-2016	2015-2016
Personnel Services	\$ 176,687		\$ -	
Operations	429,998	522,583	499,298	-4.46%
Capital				
Projects				
Total	\$ 606,685	\$ 522,583	\$ 499,298	-4.46%

## **MEDICAL SERVICES DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Medical Services Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Medical Services department budget increased less than 1% in FY 2015-2016 due to freezing two (2) positions. A 3% merit increase is included in FY 2015-2016.

### **Key Goals and Objectives**

#### **Goal 1:**

Enhance the inmate medical service.

Objectives:

- Automate the non-emergency inmate request to improve efficiency.
- Streamline the current paper file system to an electronic archiving system.

#### **Goal 2:**

Improve medical expenditures.

Objectives:

- Ensure bi-annual review of medical supplies to obtain competitive bulk pricing.
- Establish a “line item” pricing system through multiple vendors to ensure best pricing.

#### **Goal 3:**

Improve technology and efficiency.

Objectives:

- In addition to the state and department required training, nurses will receive a minimum of eight hours of career development training.
- In addition to the state and department required training, the head nurse will receive additional training in specific medical supervisory training.

### **Performance Objectives**

- Enhance the inmate medical service.
- Improve inmate medical expenditures.
- Improve technology and efficiency.

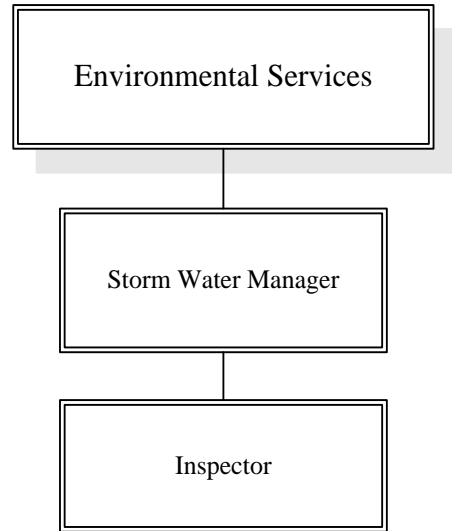
	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Medical				
Demand				
Average Daily Inmate Population	408	400	365	378
Average Daily New Arrivals	99	130	168	170
Average Daily Nursing Assessments	99	130	168	170
Workload				
Sick Calls per Week	245	390	356	372
Doctor Called	52	50	51	52
Medications Dispensed (annual)	122,000	119,000	117,000	125,000
Productivity				
Staffing Level	5	3	3	4
In Custody Death	-	1	1	-
Effectiveness				
In Custody Death		1	1	-
Medication Dispensed	122,000	119,000	125,000	125,000

**Measurable Outcomes:**

- Replace the paper system of request with an automated system.
- Establish competitive pricing through additional vendors to establish the best “line item” pricing bi-annually.
- In addition to state and department requirements, the head nurse and staff nurses will receive career development training.

Medical Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 298,016	\$ 411,778	\$ 296,365	-28.03%
Operations	219,300	177,135	295,126	66.61%
Capital Projects				
Total	\$ 517,316	\$ 588,913	\$ 591,491	0.44%

Medical Full Time Equivalent Positions	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2015-2016 Additions
Nurse	4	5	5	
Total	4	5	5	





## **ENVIRONMENTAL SERVICES DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Environmental Services Department is to oversee and implement the City's Municipal Separate Storm Water Sewer System (MS4) permit, develop drainage capital improvement projects and schedule drainage improvement maintenance activities.

### **Department at a Glance**

The Environmental Services Department is funded through fees assessed to residential and commercial customers. The fund includes one (1) storm water manager and partial allocations of salary and benefits of the street supervisor, public works director and inspector.

### **Key Goals and Objectives**

#### **Goal 1:**

Fully implement all measures submitted to the TCEQ through the Storm Water Management Plan developed for the City of Mansfield.

#### Objectives:

- Implement measures contained in the new Storm Water Management Program necessary to meet permit requirements.
- Continue to evaluate the effectiveness of control measures for ability to improve surface water quality.
- Cease ineffective control measures and replace with more effective control measures when needed.

#### **Goal 2:**

Identify drainage capital improvement needs and address as appropriate. Assess capital position and post new funds when appropriate.

#### Objectives:

- Complete existing identified drainage CIP projects.
- Evaluate drainage CIP needs to create projects as funding is available.
- Identify potential new drainage CIP projects and reprioritize the CIP list as needed.
- Evaluate current needs versus current funds. Post additional bonds when appropriate.

#### **Goal 3:**

Conduct regular drainage infrastructure maintenance in a timely manner.

#### Objectives:

- Ensure drainage channels and other areas are maintained to provide adequate capacity and reduce the risk of flooding to adjacent structures.
- Ensure the vegetation of drainage channels and other areas are maintained to provide adequate fire protection.
- Identify drainage infrastructure in need of repair, replacement or reconstruction.

### **Performance Objectives**

- Maintain 13 miles of channel & ditch areas.

- Ensure all vegetation is controlled to allow proper drainage.

	Actual 2012/2013	Actual 2014/2015	Budget 2014/2015	Budget 2015/2016
Environmental Services				
Demand				
Calls for Service	260	310	330	300
Workload				
Calls for Service	260	310	330	300
Vegetation Control (acres)	56	56	56	56
Ditch & channel Maintenance (miles)	13	13	13	13
Box Culverts (feet)	10,072	10,072	10,072	10,500
Open Channels (feet)	59,165	59,165	59,165	60,000
Storm Pipe Channels (feet)	42,500	42,500	42,500	43,000
Productivity				
Bar Ditch Regrade (feet)			70	
Outfall Repairs (ea.)			3	
Channel Regrade (feet)			1,150	
Misc. Drainage Repair (ea.)			24	
Inlets Cleared (ea.)			8	
Effectiveness				
Master Drainage Studies Completed	2	1	1	
Master Drainage Projects Completed	2	1	1	
Bonds Issued for Improvements				

#### Measurable Outcomes:

- 13 miles of ditch and channel areas are cleaned annually to provide adequate drainage flow.
- 56 acres of vegetation are cleaned and mowed annually.

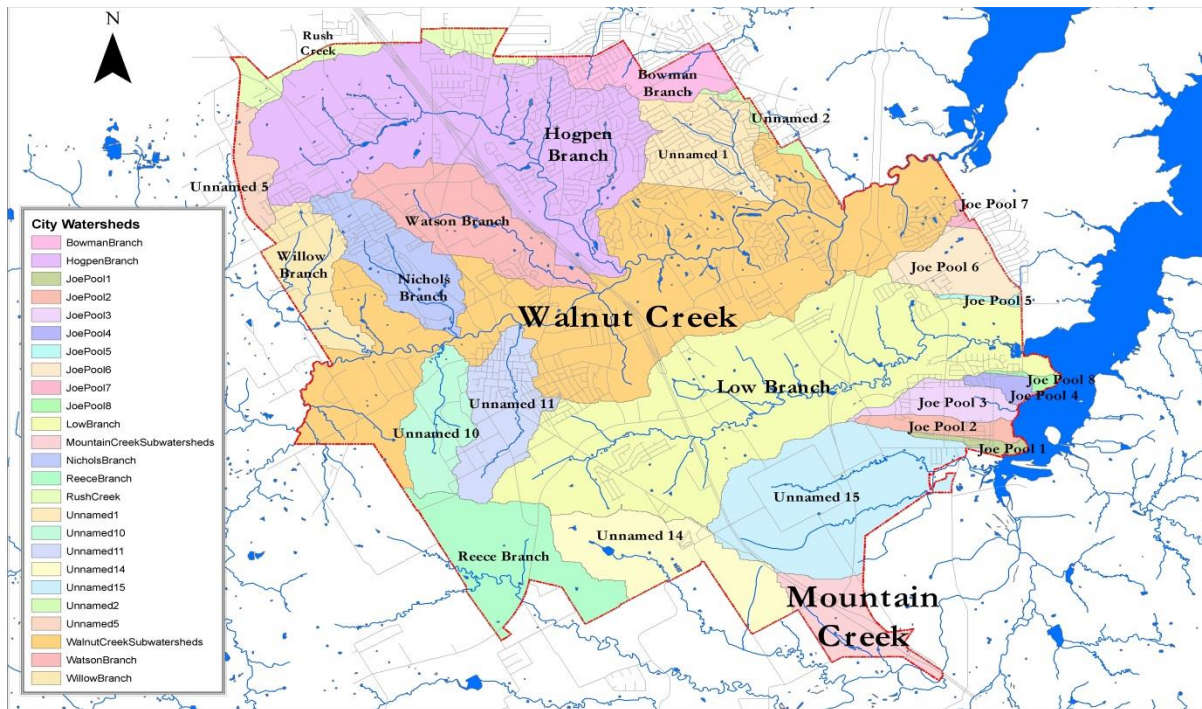
	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Departments				
Operations	1,084,682	638,432	649,908	1.80%
Total	\$ 1,084,682	\$ 638,432	\$ 649,908	1.80%

	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Division				
Summary				
Personnel Services	\$ 256,434	\$ 533,907	\$ 536,187	0.43%
Operations	828,248	104,525	113,721	8.80%
Capital				
Projects				
Total	\$ 1,084,682	\$ 638,432	\$ 649,908	1.80%

## Mansfield's Household Hazardous Waste Collection



Drainage Improvements Description	Budget 2012-2013	Actual 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017
Hogpen Drainage Analysis		\$ 75,000			
Hogpen Debbie Pond Construction					
Hogpen A Design					
Hogpen A Construction			450,000		
Hogpen B Mitigation Bank					
Pond Branch Channel Improvements			581,920		
Glen Abbey Drainage Construction					
Lancelot Channel Improvements					
Breckenridge Drainage Improvements					
Pond Branch Property Improvements					
Meadowlark Swale	40,000				
Patterson Channel Improvements		32,933			
Prior Year projects	327,125	417,514			
Totals	\$ 367,125	\$ 525,447	\$ 1,031,920	\$ -	\$ -





## **SPECIAL REVENUE FUNDS**

*The Special Revenue Funds are used to account for proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include Hotel/Motel Tax Fund, Mansfield Park Facilities Development Corporation, Mansfield Economic Development Corporation and the Tree Mitigation Fund.*

*The City of Mansfield Tourism Department funded by an annual appropriation approved by City Council during the budget adoption. The Tourism Department is funded from Hotel/Motel Tax Fund.*

## **THE HOTEL/MOTEL TAX FUND**

*The Hotel/motel Tax Fund is used to account for Hotel/Motel tax revenues. Section 351.101 of the Texas Tax Code, Use of Tax Revenue, states that revenue from the municipal hotel occupancy tax may be used to promote tourism and the convention/hotel industry.*

## **HOTEL/MOTEL TAX FUND**

### **MISSION STATEMENT:**

The mission of the Hotel/Motel Tax Fund is to promote programs related to tourism, advertising, promotions, programs advancing the arts and historical preservation within the City of Mansfield.

### **Department at a Glance**

The Hotel/Motel Tax is used to fund various organizations that promote tourism, art and historical preservation. In FY 2015-2016, \$641,425 in estimated revenue will be available for funding the various tourism, arts and historical programs as directed by City Council.

### **Key Goals and Objectives**

#### **Goal 1:**

Advertise and conduct solicitations and promotional programs to attract tourists and convention delegates or registrants to the City of Mansfield or its vicinity.

#### **Objectives:**

- Dedicate resources to advertising and conducting solicitations and promotional programs to attract tourists and convention delegates or registrants to the municipality or local vicinity.
- Encourage advertising in various magazines, websites and local organizations to promote the City of Mansfield's hotels.
- Assist local organizations in the promotion of Mansfield as a tourist destination.

#### **Goal 2:**

Encourage, promote, improve and provide application of the arts, including instrumental and vocal music, dance, drama, folk art, creative writing, architecture, design and allied fields, painting, photography, graphic and craft arts, motion pictures, radio, television, tape and sound recording and other art, performance, execution and exhibition of these major art forms.

#### **Objectives:**

- Provide through the City Council and Hotel/Motel subcommittee funding to promote the arts during the city's annual budget process.
- Provide staff support as requested by the various organizations who request assistance.
- Encourage events that promote the arts and assist in the marketing mediums to increase public awareness for these events.

#### **Goal 3:**

Support historical restoration and preservation projects or activities, advertising and conduct solicitations and promotional programs to encourage tourists and convention delegates to visit historical sites and museums.

#### **Objectives:**

- Provide through the City Council and Hotel/Motel subcommittee funding to promote historical restoration and preservation projects and activities.
- Provide staff support as requested by the various organizations who request assistance.
- Encourage events that promote and assist in the marketing mediums to increase public awareness of historical preservation and promotional program



**Performance Objectives**

- Allocate Hotel/Motel occupancy revenue to City organizations that generate hotel/motel stays within the City within the city and comply with state and local requirements.
- Promote the City of Mansfield as a tourism destination.

**Measurable Outcomes:**

- Provide shuttle services from the seven (7) hotels/motels to the Dallas Cowboy stadium and other events to provide additional services therefore promoting local hotels/motels.
- Provide funding to events that promote local tourism, historical preservation and the arts.
- Promote the City of Mansfield as a tourism destination

Hotel/Motel Tax	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
Demand				
Funding Organizations	11	13	13	9
Workload				
Hotels & Motels subject to Tax	7	7	7	7
Productivity				
Occupancy Tax Revenue	\$ 551,242	\$ 651,225	\$ 509,020	\$ 641,425
Hotel & Motel Beds (Estimated)	504	504	504	504
Effectiveness				
Chamber of Commerce-Pecan Festival				
Chamber of Commerce-Historic Building				
Discover Historic Mansfield	\$ 85,622	\$ 47,084		
Rockin 4th	\$ 32,168	\$ 34,500	\$ 16,000	
Historical Society	\$ 64,688	\$ 28,649	\$ 30,505	\$ 30,000
Pickled Mansfield Society	\$ 30,000	\$ 30,320	\$ 26,000	\$ 30,000
Farr Best theatre	\$ 5,000	\$ 8,000	\$ 13,000	
Mansfield Theatre		\$ 5,000	\$ 5,000	
Kiwanis Classic	\$ 4,639	\$ 2,500	\$ 2,500	
Mansfield Rotary-Boys & Girls Basketball	\$ 25,000	\$ 25,000	\$ 28,500	\$ 33,000
Wind Symphony				
Painted Pianos			\$ 3,500	\$ 1,500
Shop, Stroll & Dine				\$ 3,500
Mansfield Juneteenth Celebration	\$ 441	\$ 2,000	\$ 2,000	
Futures of Mansfield Tennis	\$ 25,000	\$ 18,000	\$ 19,000	\$ 25,000
Mansfield 125/Wurstfest			\$ 12,500	
Historic Mansfield Business Association	\$ 2,000			
Sunrise Rotary		\$ 23,000	\$ 20,000	\$ 21,000
Mansfield ISD Athletic Booster Club				
NCAA Swimming & Diving				
City of Mansfield Tourism	\$ 178,314	\$ 210,092	\$ 254,515	\$ 323,000
Reserve	\$ 98,320	\$ 217,080	\$ 76,000	\$ 174,425

## **MANSFIELD CONVENTION & VISITORS BUREAU**

### **MISSION STATEMENT:**

The mission of the Mansfield Convention & Visitors Bureau (CVB) is to enhance the local tourism industry in Mansfield through marketing, promoting and developing opportunities for business and leisure travel, while coordinating with local partners, businesses and entertainment venues to enhance the visitor experience.

### **Department at a Glance**

The Tourism Department is funded by appropriations from the City of Mansfield Hotel/Motel Tax Fund. One (1) Tourism Manager and one (1) new tourism coordinator in FY 2015-2016.

### **Key Goals and Objectives**

#### **Goal 1:**

Advertise and market to outside religious groups that will bring “heads and beds” to Mansfield Hotels.

#### Objectives:

- Tourism Manager to attend “Rejuvenate”, promoting Mansfield as a SMERF destination site.
- Tourism Manager is working with the MISD marketing department to effectively sell the MISD Performing Arts Center as a destination and find optimize ways to overcome the meeting challenges the facility faces.
- The Tourism Manager will be working with Ty Krause from Tierra Verde Golf Course to provide various golf packages throughout the year.

#### **Goal 2:**

Coordinate with local hotels, restaurant, business and entertainment venues to create “Tourism Package Deals” for business visitors.

#### Objectives:

- Work with Texas Lakes Trails to solicit larger Historical events to the region.
- Work with DFWATC sales committee to provide Mansfield travel deals in conjunction with regional FAM tours and the Texas Travel centers promotions.
- Work on CO-OP radio promotions and tourism packages to the central Texas market.

#### **Goal 3:**

Create a state and national marketing campaign for local sports, entertainment and leisure opportunities in Mansfield.

Objectives:

- Update VisitMansfieldTexas.com web pages.
- Continue to work with BLD, Tierra Verde, Mansfield golf courses and Hawaiian Falls on cross marketing material for trade shows and hotel package options.
- Work with Ben Barber hospitality departments utilizing students to assist with tourism efforts and starting an internship Co-Op program.

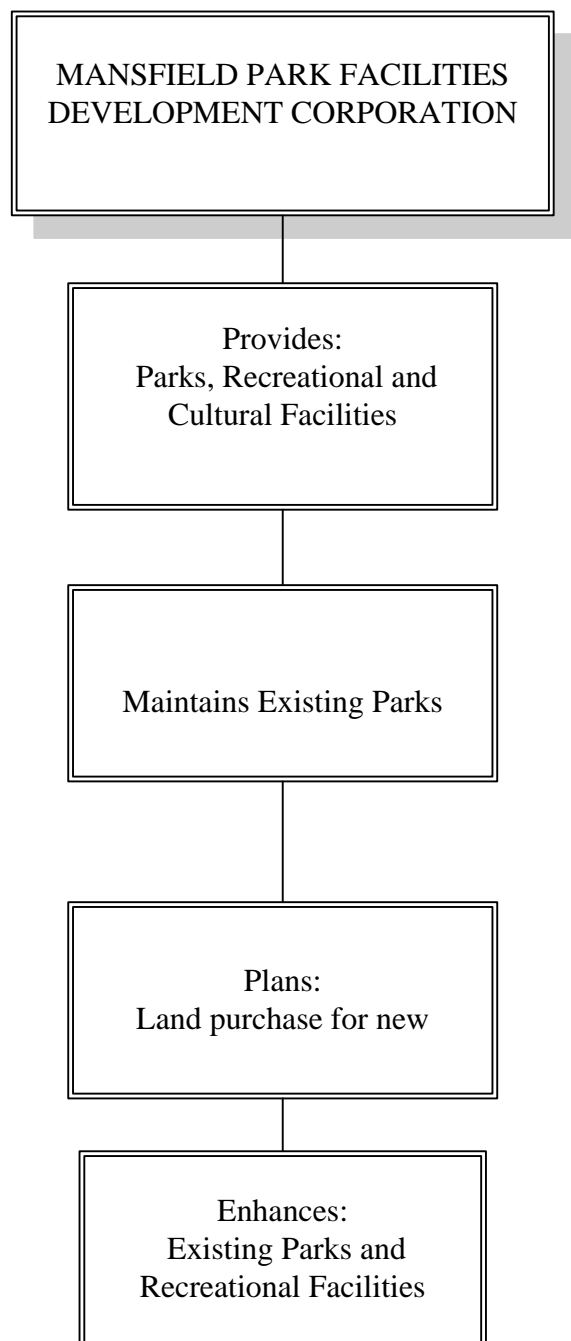
**Measurable Outcomes**

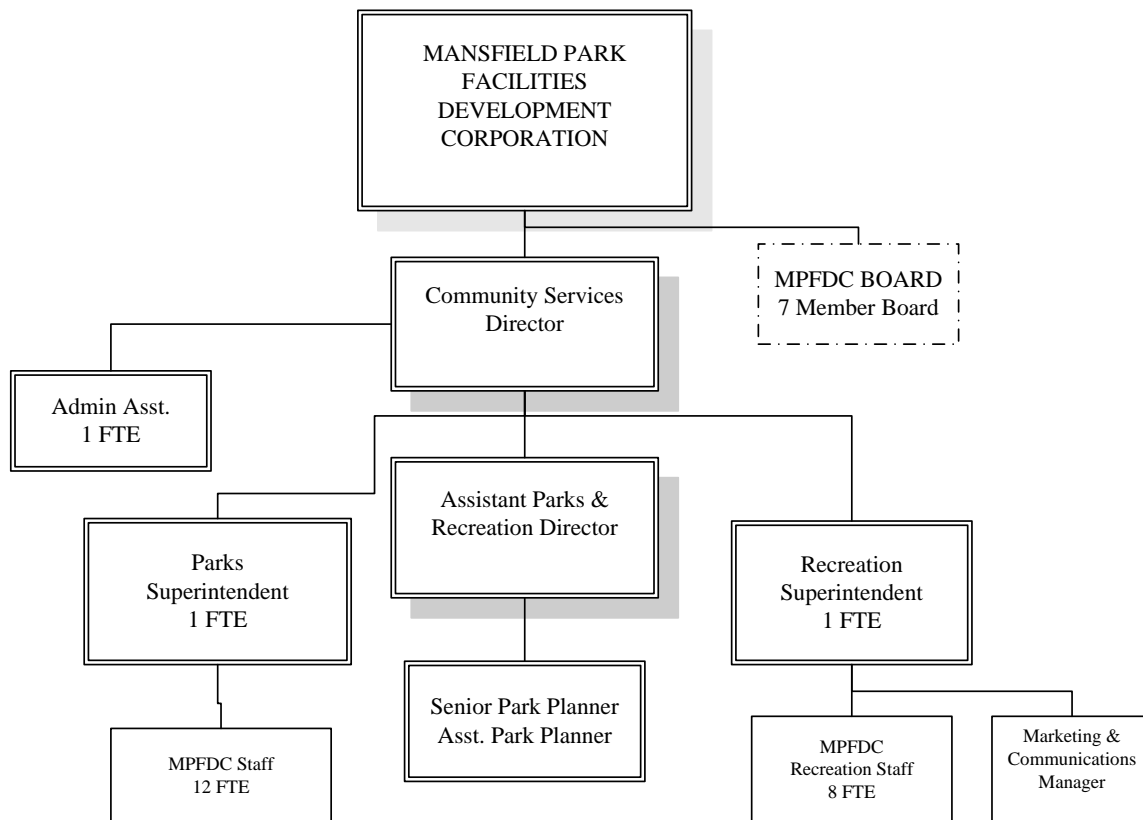
- Track BIDS/RFP requests received from Trade Shows in FY 2015/2016.
- Track the RFP requests from Summer Ad campaign.
- Track new and existing RFP requests on the Tourism Department website.

## Do You Know?

The Tourism Department is directly involved with local entities including but not limited to Big League Dreams, Hawaiian Falls, The Mansfield Independent School District, local civic groups, golf courses and local hotels to promote events that bring tourism dollars to the City of Mansfield.







**At a Glance**  
**The MPFDC Highlights**  
 The MPFDC is funded by a ½cent sales tax.  
 800 recreational and cultural programs are offered.  
 The Recreation Center will welcome 75,000 visitors in FY 2016.

## **MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION**

### **MISSION STATEMENT:**

The mission of the Mansfield Park Facilities Development Corporation is to provide quality parks, recreation, open space and trails to enhance the quality of life for the citizens of Mansfield.

### **Department at a Glance**

The Mansfield Park Facilities Development Corporation (MPFDC) is funded by a ½ cent sales tax approved by the citizens in 1992. The tax became effective on July 1, 1992. The MPFDC works in conjunction with the Community Services Division in the general fund to provide maintenance and operations services to the park system. The MPFDC board is comprised of a seven member board. Funds available for projects have increased due to additional revenues in lease payments from partnerships and projected increases in sales tax revenue. The MPFDC budget increased 5.54% in FY 2015-2016 due to the addition of one (1) new Assistant Parks and Recreation Director and a merit adjustment.

### **Key Goals and Objectives**

#### **Goal 1**

Maintain the level of service provided to citizens and visitors of Mansfield as we continue to acquire additional properties, acreage and right of ways.

##### **Objectives:**

- Enhance the efficiency of daily, weekly and monthly tasks performed on city owned property, medians and right of ways to present a professionally manicured landscape.
- Monitor and sustain current mowing cycles for city owned property, medians and right of ways.
- Practice environmentally sound horticultural practices on a regularly scheduled basis to improve landscape quality throughout public grounds.

#### **Goal 2**

Improve maintenance on 80 miles of right of way, medians and 117 acres of city owned property.

##### **Objectives:**

- Provide continuing educational training for all staff in turf, landscape, horticultural practices, irrigation and maintenance.
- Monitor and sustain botanical beds and ornamental plantings with environmentally sound horticultural practices.
- Perform weekly maintenance of irrigated and non-irrigated medians utilizing both City staff and outside services.

#### **Goal 3**

Maintain public grounds to ensure safety, welfare of citizens and visitors while collaborating with other city departments.

##### **Objectives:**

- Maintain line of sight visibility on medians and right of ways.
- Respond to and mitigate hazardous tree conditions on public grounds, medians and right of ways.

- Coordinate with Code Compliance and other departments to address line of sight, hazardous tree conditions and tall grass complaints.

### Performance Objectives

- Maintain the level of service provided to citizens and visitors of Mansfield as we continue to acquire additional properties, acreage and right of ways.
- Improve maintenance on 80 miles of right of way, medians and 117 acres of city owned property.
- Maintain public grounds to ensure safety, welfare of citizens and visitors while collaborating with other city departments.

MPFDC	Actual 2012-2013	Actual 2013-2014	Budget 2014-2015	Budget 2015-2016
Demand				
Sports Association Participants Youth	7,000	7,639	7,500	7,500
Sports Association Participants Adults	430	454	450	450
Annual Visits to the MAC	74,825	75,000	75,000	75,000
Average Daily MAC Visitors (356 days)	210	210	210	210
Workload				
Acres of Park Land	802	830	830	858
Parks Maintained	13	14	14	15
Weekly Park Open Hours	119	126	126	239
MPFDC Improvement Projects	13	12	12	22
Athletic Fields Maintained	30	30	30	34
Playgrounds Maintained	10	10	10	15
Yearly Playground Inspections	120	120	120	180
Pavilions Maintained	15	15	15	15
Sports Associations	4	4	4	4
MPFDC Meetings	12	12	12	12
Total Annual Public Athletic Field Rentals	350	350	350	350
Total Annual Pavilion Rentals	375	375	400	400
Productivity				
Programs Offered (Athletic, Rec and Events)	694	694	750	850
Percent of Programs Completed	60%	60%	65%	65%
MAC Members	4,146	4,533	4,300	4,500
Day Passes Issued	1,889	1,296	1,750	1,500
MAC Annual Rentals	804	821	700	800
Volunteer Hours Recorded	300	300	350	350
Effectiveness				
MAC Rental Approval Ratings	95%	95%	95%	95%
Program Approval Ratings	95%	95%	95%	95%

### Measurable Outcomes:

- The parks received a 95% “Good” rating by citizens.
- Park hours open to the public have increased 90%.

Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Administration	\$ 982,466	\$ 1,002,885	\$ 1,196,241	19.28%
Sports Complex	336,727	357,350	360,897	0.99%
Rose Park	298,091	386,573	373,762	-3.31%
Rec Center	654,642	777,638	763,057	-1.88%
Community Park	469,569	673,100	601,570	
Capital	235,498			
Projects	527,345	1,329,746	1,482,367	
Total	\$ 3,504,337	\$ 4,527,293	\$ 4,777,895	5.54%

Division Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 1,597,105	\$ 1,972,892	\$ 2,188,974	10.95%
Operations	1,102,322	1,224,655	1,106,554	-9.64%
Capital	277,565	-	-	
Projects	527,345	1,329,746	1,482,367	11.48%
Total	\$ 3,504,337	\$ 4,527,293	\$ 4,777,895	5.54%

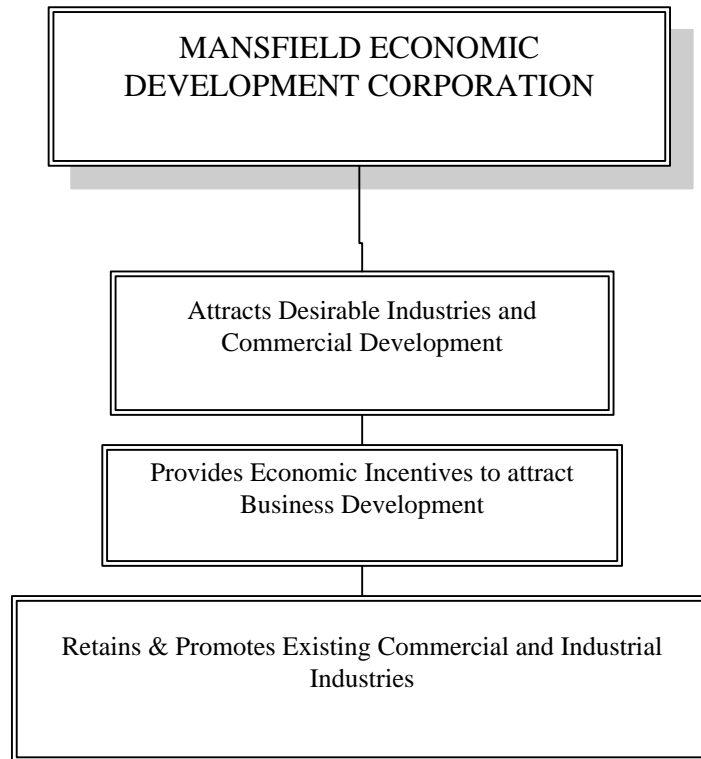
MPFDC	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Community Services Director	1	1	1	
Assistant Parks & Recreation Director	0	0	1	1
Senior Park Planner	1	1	1	
Assistant Park Planner	1	1	1	
Park Superintendent	0.5	0.5	0.5	
Secretary	0.8	0.8	0.8	
Marketing & Communications Manager	0	1	1	
Crew Supervisor	1.8	1.8	1.8	
Crew Leader	2.4	2.4	2.4	
Tradesman	5	5	5	
Nature Education Specialist	1	1	1	
Equipment Mechanic	1	1	1	
Recreation Superintendent	1	1	1	
Custodian	1	1	1	
Athletic Coordinator	1	1	1	
Activity Center Supervisor	1	1	1	
Recreation Coordinator	1	1	1	
Part-Time Staff	5	5.5	5.5	
Total	25.5	27	28	1

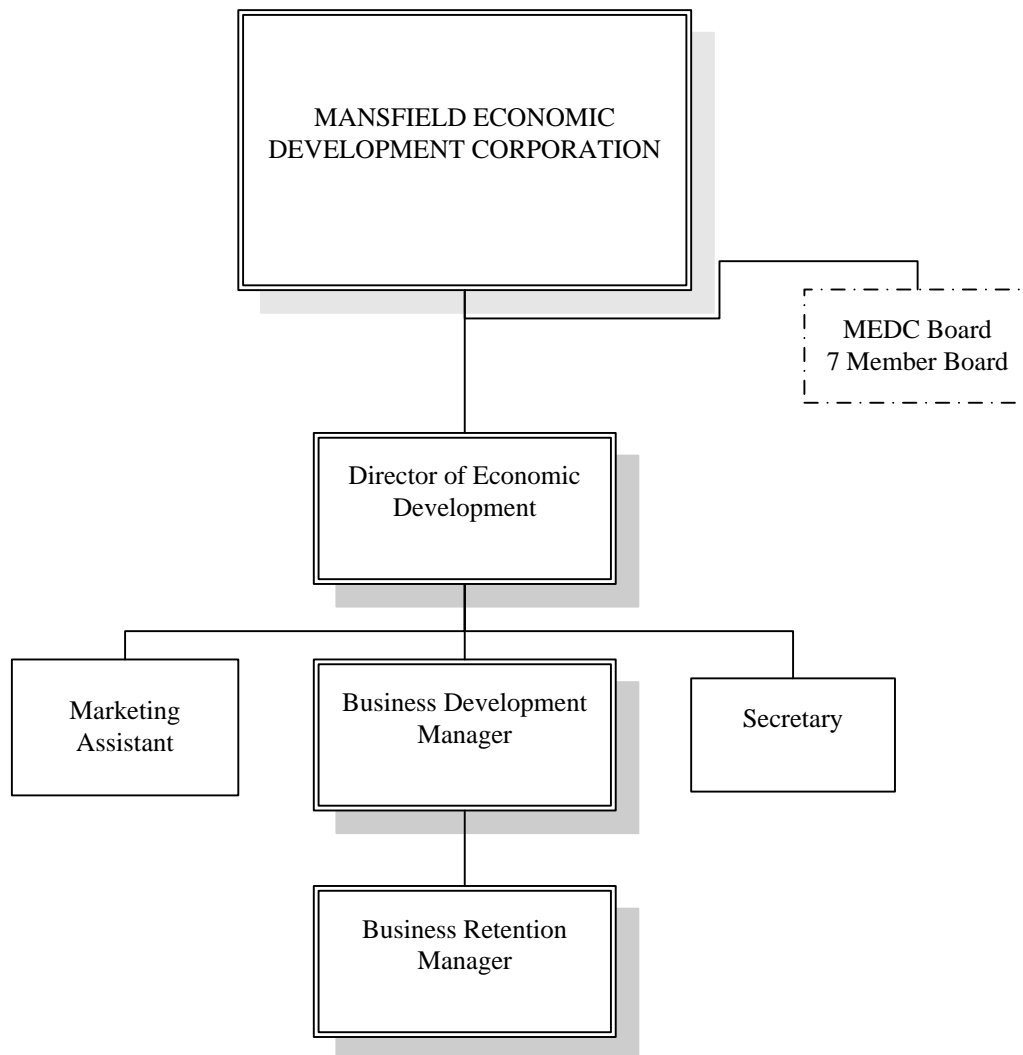


## Do You Know?

The Parks & Recreation Department maintains over 858 acres park land, 34 athletic fields and oversees three Public/Private Partnerships.







**At a Glance**  
**The MEDC Highlights**  
The MEDC is funded by a ½cent sales tax.  
\$38,438,945 in new Commercial Property Value was added in FY 2015-2016.

## **MANSFIELD ECONOMIC DEVELOPMENT CORPORATION**

### **MISSION STATEMENT:**

The mission of the Mansfield Economic Development Corporation is to attract desirable industries and commercial developments to the City of Mansfield and to retain and assist the expansion of existing industries.

### **Department at a Glance**

The Mansfield Economic Development Corporation (MEDC) is funded by a ½ cent sales tax approved by the citizens in 1997. The tax was effective on July 1, 1997. The MEDC consists of a seven (7) member board appointed by City Council. The MEDC budget decreased 56.82% in FY 2015-2016 due to completion of several large projects and major projects budgeted in the MEDC Construction Fund. Projects will be funded subject to approval by the MEDC board and City Council.

### **Key Goals and Objectives**

#### **Goal 1**

Continue critical infrastructure projects.

Objectives:

- Construct Antler Drive and Mitchell Road.
- Continue to work with historic Mansfield to expand parking.
- Evaluate other infrastructure improvement opportunities.

#### **Goal 2**

Work with landowners/developers to create new industrial properties.

Objectives:

- Work with the owners of the Dalton Property to bring desirable industrial users to the tract.
- Continue to work with Peyco to open land for industrial development.
- Continue to work with landowners on Heritage Parkway to bring new development opportunities.

#### **Goal 3**

Initiate new retail/commercial and hospitality projects.

Objectives:

- Continue to work with developers/landowners to develop site formerly known as the Shops at Broad.
- Work with developers to bring office tenants to properties near Mansfield Methodist Medical Center.
- Aggressively market the MEDC property on the newly completed Heritage Parkway.

### **Performance Objectives**

- Continue critical infrastructure projects.
- Work with landowners/developers to create new industrial properties.
- Initiate new retail/commercial and hospitality projects.

MEDC	Actual 2012/2013	Actual 2013/2014	Budget 2014/2015	Budget 2015/2016
<b>Demand</b>				
Value of MEDC projects	\$ 49,287,000	\$36,002,138	\$ 37,082,202	\$ 38,194,668
Businesses Retained	96%	97%	97%	97%
Contractual MEDC Commitments	\$ 2,587,560	\$ 1,575,000	\$ 1,622,250	\$ 1,800,000
<b>Workload</b>				
Value of MEDC projects	\$ 49,287,000	\$36,002,138	\$ 37,082,202	\$ 38,194,668
Businesses Retained	96%	97%	97%	97%
Contractual MEDC Commitments	\$ 2,587,560	\$ 1,575,000	\$ 1,622,250	\$ 1,800,000
New Capital Investment	\$ 49,287,000	\$36,002,138	\$ 37,082,202	\$ 38,194,668
Business Expansions	2	3	4	4
Jobs created or retained by activity	289	284	300	325
<b>Productivity</b>				
Contracted Projects	6	5	6	7
New Capital Investment	\$ 49,287,000	\$36,002,138	\$ 37,082,202	\$ 38,194,668
Average Monthly visits to Industry	15	16	16	16
Jobs created or retained by activity	289	284	300	325
<b>Effectiveness</b>				
Value of MEDC projects	\$ 49,287,000	\$36,002,138	\$ 37,082,202	\$ 38,194,668
Businesses Retained	96%	97%	97%	98%
Contractual MEDC Commitments	\$ 2,587,560	\$ 1,575,000	\$ 1,622,250	\$ 1,800,000
New Commercial Business	4	5	6	6

**Measurable Outcomes:**

- Continue to expand the retail, commercial and industrial tax base.
- Retain a minimum of 95% of existing business within the City of Mansfield.

Departments	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Administration	\$ 648,783	\$ 743,969	\$ 772,873	3.89%
Promotions	94,038	106,250	116,500	9.65%
Business Retention	10,649	21,100	21,000	-0.47%
Work Force Development	3,187	12,000	11,000	-8.33%
Debt	600,948	1,316,318	1,202,454	-8.65%
Projects	1,603,015	8,870,208	2,655,630	-70.06%
Total	\$ 2,960,620	\$ 11,069,846	\$ 4,779,457	-56.82%

MEDC	2013-2014	2014/2015	2015/2016	2015/2016
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director	1	1		1
Business Development Manager	1	1		1
Business Retention Manager	1	1		1
Marketing Assistant	1	1		1
Administrative Assistant	1	1		1
Total	5	5		5

### Do You Know?

In 2016, \$38,194,668 in taxable value is estimated to be generated in new commercial & industrial projects

Industrial Job Growth  
MEDC Projects from  
2008-2014 created

**2,154 Jobs\***

*\* includes job counts based on incentive agreements and includes Mouser employee expansion started in 2007*

## TREE MITIGATION FUND

### MISSION STATEMENT:

The Tree Mitigation fund is funded by fees levied by the City to preserve, protect and replace trees that have been damaged by natural causes, development or any other event that causes damage to existing trees, development of new areas of the city or maintenance of existing medians or public grounds.

### Department at a Glance

The Tree Mitigation Department budget is \$122,479 in FY 2015-2016 or a decrease of 84.18% due to contract cost savings and moving one (1) landscape administrator to the General Fund. One Landscape Administrator and One Irrigation Technician are funded in this fund. Additional operational costs for contract services have been moved to the General Fund due to lack of tree mitigation funds.

Tree Mitigation Summary	Actual 2013/2014	Budget 2014-2015	Budget 2015-2016	% Change 2015-2016
Personnel Services	\$ 160,406	\$ 218,568	\$ 122,479	-43.96%
Operations	106,137	555,500		-100.00%
Capital Projects				
Total	\$ 266,543	\$ 774,068	\$ 122,479	-84.18%

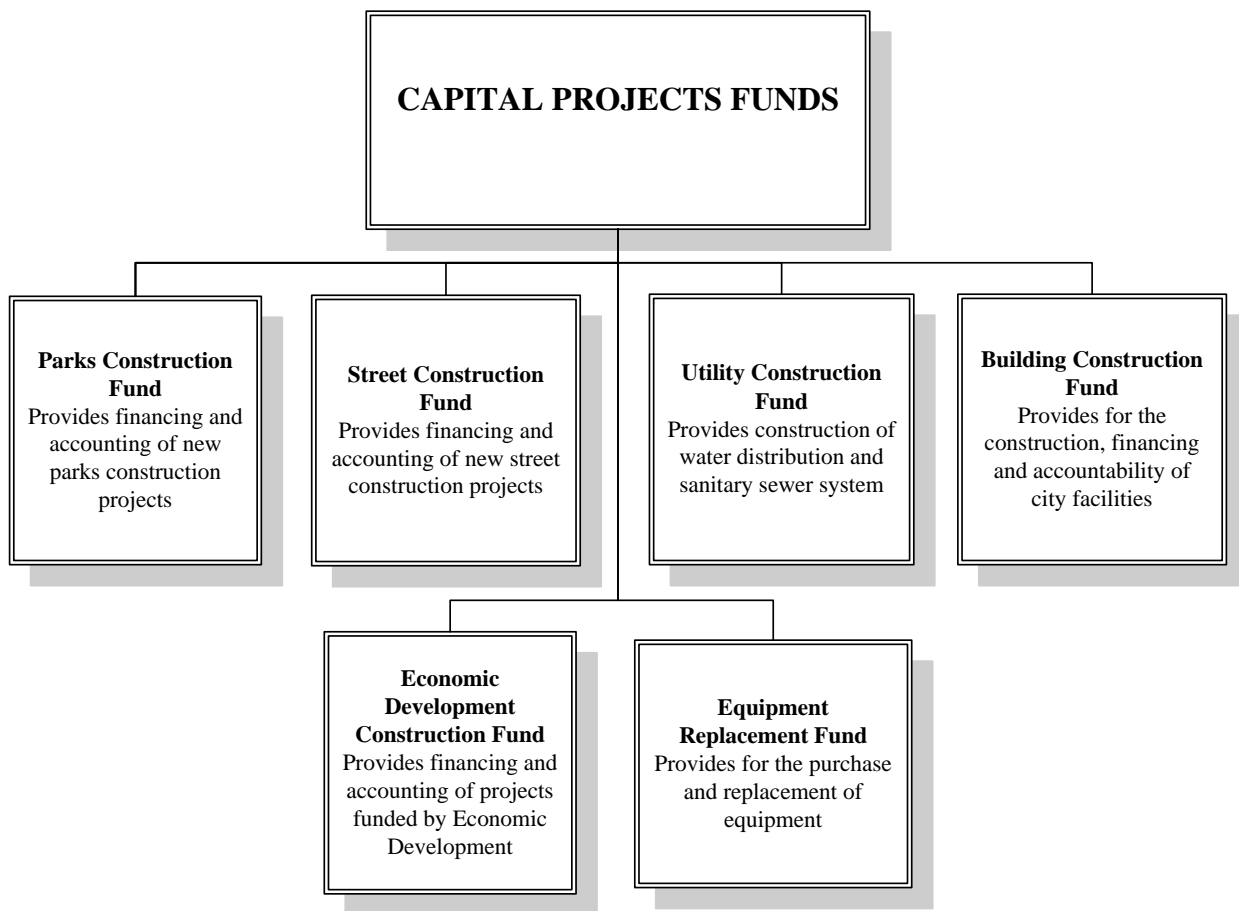
Tree Mitigation Full Time Equivalent Positions	2013-2014 Budget	2014/2015 Budget	2015/2016 Budget	2015/2016 Additions
Landscape Administrator	1	1	0	-1
Landscape Technician	1	1	1	
Irrigation Technician	1	1	1	
Total	3	3	2	-1





## **CAPITAL PROJECTS FUNDS**

*The Capital projects funds are used to account for acquisitions of capital facilities financed from general obligation proceeds, revenue bonds, certificate of obligation proceeds or transfers from other funds. The Capital Projects Funds include Street Construction Funds, Utility Construction Funds, Building Construction Funds, Parks Construction Funds, Economic Development Fund and the Equipment Replacement Fund.*



## The Phases of Improvements

### The Planning Stage

The Planning Stage typically identifies the projected infrastructure need, identifies funding options, incorporates funding into the financial plan and develops a multi-year list of projects to be completed based on projected growth. Capital projects may require voter approval.



### The Design Phase

Once the planning process is complete, design begins in the approved Capital Improvement projects. The Design Phase may and often does occur over multiple years.



### The Construction Phase

Once the planning and design phases are complete, the Construction Phase begins.

The Construction Phase may include land acquisition, utility relocation and the bid process for each project. On some projects, construction may take multiple years. The Citizens of Manfield are notified of any traffic impact or service disruption.



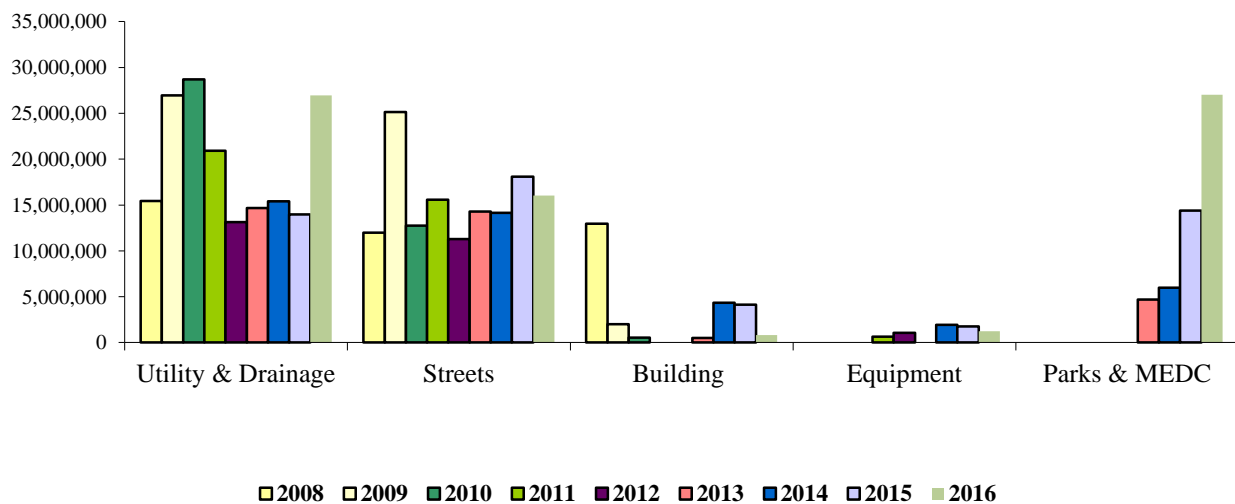
### Completion Phase

The Completion Phase includes final inspection of the project and opening of streets, utilities, facilities or parks.

## CAPITAL PROJECTS FUNDS

On October 28, 2013, The City Council adopted the Modified Long Range financial and capital expenditure plan. Included in the plan, were projected revenues and expenditures for operational costs, staffing costs and major capital improvements identified by staff, supported by management and City Council. In FY 2015-2016, major projects are budgeted in various funds including the Street Construction, Utility Construction, Building Construction, Parks Construction, MEDC Development Fund and Equipment Replacement Funds. Funding for these projects come from a variety of sources including but not limited to General Obligation Bonds, Revenue Bonds, Certificates of Obligation, Impact Fees, Contributions, Grants, Fund Reserves and intergovernmental transfers. Total estimated Capital expenditures for these projects for FY 2015-2016 is \$72,103,385. As depicted below, projected capital spending varies by fund annually based on current, future and prior year projects.

Estimated Capital Improvements  
Historical Perspective



## Funding Sources

2015-2016 Funding Sources	Utility Fund	Street Fund	Building Fund	Equipment Fund	Parks Fund	MEDC Fund	Total
Bonds	\$ 6,000,000	\$ 14,500,000			18,000,000		\$ 38,500,000
Impact Fees	1,100,000	500,000					1,600,000
Prior Year Funding	19,863,142	1,022,743	828,959		3,855,000	5,183,286	30,753,130
Interest	4,704						4,704
Contributions							
Transfers				1,245,551			1,245,551
Expense Recovery							
Grants							
Sales Tax							-
<b>Total Sources</b>	<b>\$ 26,967,846</b>	<b>\$ 16,022,743</b>	<b>\$ 828,959</b>	<b>\$ 1,245,551</b>	<b>\$21,855,000</b>	<b>\$ 5,183,286</b>	<b>\$ 72,103,385</b>

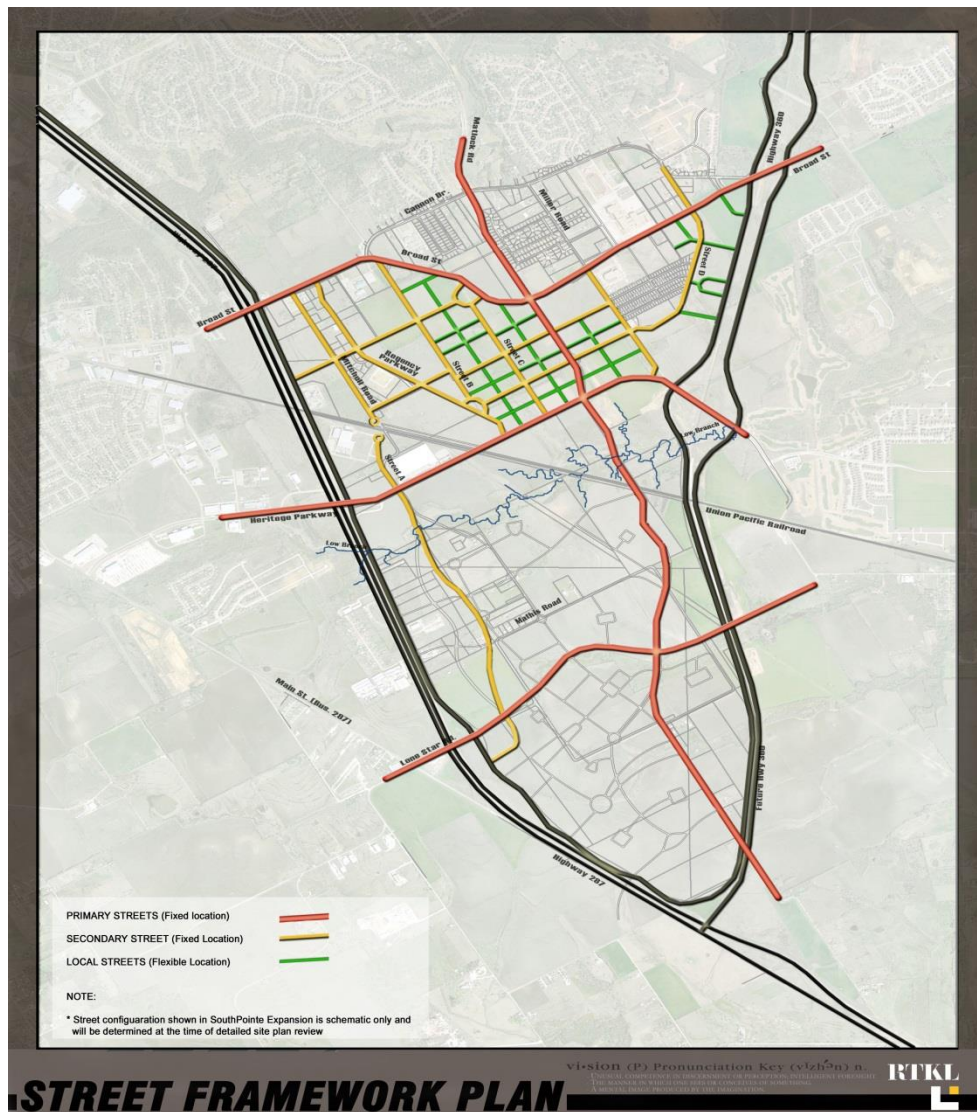
### Multi Year Summary Street Construction

Street Improvements	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Turner Warnell Construction			\$ 950,000			\$ 950,000
S Main (Broad to Hunt)			2,000,000			2,000,000
Price Road			2,000,000			2,000,000
S.H 360 Bridge Participation		6,000,000	5,000,000			11,000,000
Staffing Allocation	501,752	557,152	557,152	557,152	557,152	2,730,360
Prior Year Carryover Projects	2,604,520	3,820,091				6,424,611
Debbie Lane Construction	4,500,000					4,500,000
Mouser Way	650,000					650,000
Southpointe-Design/Construction	5,000,000					5,000,000
Walnut Creek Drive/Pleasant Ridge		300,000				300,000
Cedar Street		550,000				550,000
Magnolia Street		610,000				610,000
Short Street		285,500				285,500
City Wide Traffic Signal Implementation		950,000				950,000
Mouser Way		800,000				800,000
E Broad Landscaping		200,000				200,000
FM 917 Landscaping		200,000				200,000
Newt Patterson	1,400,000					1,400,000
Matlock-Heritage Pkwy Signal	225,000					225,000
E Debbie Design				800,000		800,000
Debbie Lane/287 Construction					6,000,000	6,000,000
Street Lights-F.M 917/Heritage		450,000				450,000
Holland Road	3,223,350			5,500,000	5,500,000	14,223,350
Misc Overlays		1,000,000	1,000,000	2,000,000	1,000,000	5,000,000
Main to FM 157/Russell Construction		300,000	775,000			1,075,000
Holland (Waterford Glen to Britton)			3,750,000			3,750,000
Day Mair (E. Broad to Seeton)			2,400,000	5,000,000	4,500,000	11,900,000
Stell (Walnut Creek to Dick Price Rd)			533,500			533,500
<b>Total</b>	<b>\$ 18,104,623</b>	<b>\$ 16,022,743</b>	<b>\$ 18,965,652</b>	<b>\$ 13,857,152</b>	<b>\$ 17,557,152</b>	<b>\$ 84,507,322</b>

### Multi Year Summary Operational Impacts

Street Construction Operational Impacts	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Utilities	17,357	17,878	18,414	18,966	19,535	\$ 92,151
Staffing		56,078	57,760	59,493	61,278	234,609
Operations & Maintenance	17,052	17,564	18,090	18,633	19,192	90,531
<b>Total</b>	<b>\$ 34,409</b>	<b>\$ 91,519</b>	<b>\$ 94,265</b>	<b>\$ 97,093</b>	<b>\$ 100,006</b>	<b>\$ 417,291</b>

The primary operational impacts in the Street Construction Funds are related to maintenance of irrigated and non-irrigated medians including utility costs and contract costs to service medians, street lights, signals and public grounds areas. Staffing additions may be added to supplement current contract requirements.



## Project Impacts

Beginning in FY 2014-2015, major roadway infrastructure projects include:

- S.H. 360 Participation-\$11,000,000-participation in tollway expansion along the southeast corridor that will provide direct access to the southeast corridor of the city and create opportunities for residential and commercial expansion.
- Holland Road Construction-\$14,223,350- improving a major thoroughfare and relieve traffic congestion in the eastern portion of the city.
- Day Mair-\$11,900,000-will improve a major thoroughfare in the southern portion of the city

## Multi Year Summary Utility Construction

Utility Construction	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Prior Year Projects	\$ 9,452,932	\$ 8,181,939				\$ 17,634,871
GAC Filter Media	900,000					900,000
Staffing allocation	473,387	535,907	535,907	535,907	551,984	2,633,091
30" Water Line Matlock/Broad St				1,300,000		1,300,000
Walnut Creek Sewer Interceptor				3,500,000		3,500,000
Misc Utilities Roadway Projects	1,000,000	500,000	500,000	750,000	600,000	3,350,000
16" Water Line Crossing Main St/FM 917	200,000					200,000
16" Water Line Crossing Main St			1,000,000			1,000,000
12" Water Line Main St					1,100,000	1,100,000
SW 2MG Est & 24" Water Line	700,000	5,500,000				6,200,000
12" Water Line US 287/Broad		500,000				500,000
20", 16" & 12" Water Line Main & US 287		1,500,000	1,500,000			3,000,000
Hanover Project		5,000,000				5,000,000
S.H. 360 Improvements		3,500,000	400,000			3,900,000
Grand Prairie Sewer Extension		800,000				800,000
Grand Prairie Lift Station		950,000				950,000
Parkridge South Sewer	150,000					150,000
12" Sewer Line FM157	300,000					300,000
Clearwell #4 Water Treatment Plant	800,000			6,185,000		6,985,000
Holland Lift Station-Odor control			500,000			500,000
<b>Total</b>	<b>\$ 13,976,319</b>	<b>\$ 26,967,846</b>	<b>\$ 4,435,907</b>	<b>\$ 12,270,907</b>	<b>\$ 2,251,984</b>	<b>\$ 59,902,962</b>

Operational Impacts	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Utilities	0	19,854	100,450	103,463	106,567	330,334
Staffing	0	0	0	0	0	0
Operations & Maintenance	32,000	33,600	84,608	87,146	89,761	327,115
Sale of Water-City of Grand Prairie		0	(550,000)	(550,000)	(550,000)	(1,650,000)
<b>Total</b>	<b>\$ 32,000</b>	<b>\$ 53,454</b>	<b>\$ (364,942)</b>	<b>\$ (359,391)</b>	<b>\$ (353,672)</b>	<b>\$ (992,551)</b>

### Project Impacts

Beginning in FY 2015-2016, major utility infrastructure projects include:

- Hanover Project-\$5,000,000-utility improvements in the southeast corridor will provide infrastructure in the southeast portion of the city as new residential & commercial developments begin in FY 2015-2016.
- SW 2MG 24" Water Line-\$5,500,000- new improvements to the city's water & sewer lines to service new developments.
- S.H. 360 Improvements-\$3,500,000-utility improvements along S.H. 360 to service new toll road expansion in anticipation of new development along the 360 corridor.

### Multi Year Summary Building Construction

	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Facility Improvements						
Fire Station # 2 Remodel						\$ -
Prior Year Projects	\$ 4,112,876	\$ 828,959				4,941,835
Animal Control Expansion						
Communications Center Expansion						
Tactical Training Center						
<b>Total</b>	<b>\$ 4,112,876</b>	<b>\$ 828,959</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,941,835</b>

	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Operational Impacts						
New Staffing		\$ 313,161	\$ 322,556	\$ 332,233	\$ 342,199	\$ 1,310,149
Estimated Reimbursements		(156,581)	(161,278)	(166,116)	(171,100)	(655,074)
Utilities		78,176	80,521	82,937	85,425	327,059
Supplies		78,666	81,026	83,457	85,960	329,108
Contract Services		7,560	2,100	2,163	2,228	14,051
Other		7,560	12,040	12,401	12,773	44,774
<b>Total</b>	<b>\$ -</b>	<b>\$ 328,542</b>	<b>\$ 336,965</b>	<b>\$ 347,074</b>	<b>\$ 357,486</b>	<b>\$ 1,370,067</b>

### Project Impacts

Beginning in FY 2014-2015, major utility infrastructure projects include:

- Tactical Training Center-\$2,043,249- provide tactical training and firing range capabilities to all public safety staff.
- Dispatch Expansion-\$1,200,000-provide additional dispatch stations to service increasing service demands
- Animal Control Expansion-\$869,627-provide additional working and kennel space.

The primary operational impacts in the Building Construction Funds are related to the opening of the Tactical Training Center, Dispatch Expansion, Justice Lane and the Animal Control Expansion. In FY 2014-2015, five (5) dispatchers were budgeted to staff the expanded dispatch center. The Tactical Training Center will require additional utilities and contract costs. The Animal Control Expansion will require additional utility costs. In future years, additional staff may be added based on operational activity related to the City's overall growth of residential and commercial developments. Estimated reimbursements are from a contract with the City of Kennedale to provide dispatch services.



### Multi Year Summary Park Construction

Parks Construction	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Land Acquisition	\$ 600,000	\$ 500,000	500,000	\$ 500,000	300,000	\$ 2,400,000
Existing Park Improvements	250,000	265,000	250,000	250,000	250,000	1,265,000
Williams Property Development Phase 1						-
Bike Lanes/MP Trail Improvements	100,000	120,000	100,000	100,000	100,000	520,000
Dog Park		750,000				750,000
Elmer W Oliver Nature Park						
Pond Branch		3,000,000				3,000,000
Chandler Park Design& Construction	1,500,000	1,300,000	2,425,000			5,225,000
McClendon West Improvements	480,000	280,000				760,000
Linear Parks Segments						
Sports Complex Improvements	125,000	350,000				475,000
Priority 1 Segment Improvements		2,190,000	2,420,000			4,610,000
McKnight East Improvements			500,000			500,000
McKnight West Improvements	300,000	300,000				600,000
Phillip Thompson Improvements		50,000	350,000			400,000
Walnut Ridge Baptist Church		750,000				750,000
Walnut Creek Linear Park Phase#2	2,190,000					2,190,000
Field House		12,000,000				12,000,000
<b>Total</b>	<b>\$ 5,545,000</b>	<b>\$ 21,855,000</b>	<b>\$ 6,545,000</b>	<b>\$ 850,000</b>	<b>\$ 650,000</b>	<b>\$ 35,445,000</b>

Operational Impact	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Utilities		\$ 23,348	24,048	\$ 24,769	\$ 25,513	\$ 97,678
Staffing		146,498	150,893	155,420	160,082	612,893
Operations & Maintenance			33,197	34,193	35,219	102,609
<b>Total</b>		<b>\$ 169,846</b>	<b>\$ 208,138</b>	<b>\$ 214,382</b>	<b>\$ 220,814</b>	<b>\$ 813,179</b>

### Project Impacts

Beginning in FY 2015-2016, major Park infrastructure projects include:

- Chandler Park-\$5,225,000- design and construction of Chandler Park to include, field, concession, lighting, parking, tennis courts and design improvements.
- Field House-\$12,000,000-public/private partnership for indoor recreation including basketball, volleyball and other sporting activities.
- Pond Branch Improvements-\$3,000,000-Improve downtown walking and access trails to provide easy access to the developing downtown area.
- Priority 1 Segment Improvements\$4,610,000- Improve and expand the Priority 1 trails and walkways throughout the city.

### Multi Year Summary Equipment Replacement Fund

Project Description	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total	Budget 2016-2017	Total
Capital Purchases	\$ 1,752,291	\$ 1,245,551	\$ 500,000	\$ 500,000	\$ 500,000	\$ 4,497,842
Donations						-
Grant Proceeds						
Auction Proceeds	(25,000)	(54,000)	(25,000)	(25,000)	(25,000)	(154,000)
Estimated Repair Savings	(22,500)	(31,721)	(31,721)	(31,721)	(31,721)	\$ (149,384)
<b>Total</b>	<b>\$ 1,704,791</b>	<b>\$ 1,159,830</b>	<b>\$ 443,279</b>	<b>\$ 443,279</b>	<b>\$ 443,279</b>	<b>\$ 4,194,458</b>

The primary operational impacts in the Equipment Replacement Fund are related to the reduction in repair costs and proceeds from the sale of vehicles and equipment that is being replaced. In FY 2015-2016, technology enhancements, public safety vehicles, equipment and facility improvements will be purchased through the issuance of certificates of obligation to fund the replacement program.

### The Equipment Replacement Fund

The equipment replacement fund is funded through transfers from the General Fund. Typically, \$500,000-\$600,000 in new and replacement is funded on an annual basis from a combination of excess revenues or expenditure savings. In FY 2015-2016, eleven (11) public safety vehicles and related equipment, one (1) Opticom system, one (1) pick-up truck, fifty-four (54) SCBA replacements, two (2) cardiac monitors, fire suppression systems, Council chamber lighting systems and city hall remodeling at a cost of \$1,245,551. Vehicles and equipment in public safety are given top priority as funding becomes available. The city will auction obsolete equipment or vehicles that are fully depreciated and maintenance cost become prohibitive.

#### Equipment Impacts

- Public Safety Vehicles & Equipment-Replacement of vehicles and equipment on an annual basis reduces down time, reduces repair costs and provides police and fire the best available resources to respond to emergencies.
- Repair Savings-reduces down time and enables staff to provide more pro -active police patrols and reduces major fire apparatus down time.
- Auction Proceeds-Offsets borrowing costs by redirecting proceeds for the purchase of new equipment.

### Mansfield Economic Development Fund

MEDC Development Fund	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Total
Texas Refinery Corp	\$ 291,365					\$ 291,365
Klein Infrastructure	300,000	300,000				600,000
Klein Incentive	500,000	500,000	500,000	500,000	500,000	2,500,000
New Tech Systems	459,500					459,500
Don Lee Farms	200,000	200,000				400,000
Peyco Southwest	120,770	170,779				291,549
Mansfield Market Place	329,000					329,000
Rhimco Industries	118,875					118,875
Klein Impact Fees	300,000	300,000				600,000
New 4A Projects	500,000	520,631				1,020,631
Antlers Drive	1,000,000	1,000,000				2,000,000
Additional Projects TBD	130,158					130,158
Heritage Parkway	4,608,444					4,608,444
Mouser Expansion		725,000				725,000
Kroger Expansion		70,000				70,000
Carlos Cole Spec Building Project		275,000				275,000
American National Bank		125,000				125,000
Valley Roller		264,000				264,000
Sprouts/Mansfield Market Place		164,500				164,500
Bannister Project		68,376				68,376
Cam Tech		50,000				50,000
Mitchell Road		450,000				450,000
Total	\$ 8,858,112	\$ 5,183,286	\$ 500,000	\$ 500,000	\$ 500,000	\$ 15,541,398

### The Mansfield Economic Development Fund

The Economic Development fund is used to provide economic incentives for business to relocate to the City of Mansfield. It also provides direct funding for infrastructure improvements, reimbursements for construction costs and business retention incentives. In FY 2015-2016, the primary construction projects include Antler's Drive, Mouser Way and Mitchell Road Improvements. As commercial and industrial companies relocate to Mansfield, the fund is used to provide reimbursements for utility, roadway and facility improvements provided certain benchmarks are met such as property valuations, employees and future development plans.



## Historical Analysis

### Tax Rate

Fiscal Year	General Operating	Tax Rate Percentage	General Obligation I & S Fund	Tax Rate Percentage	Total Tax Rate
2002-2003	0.3877	0.5460	0.3223	0.4540	0.71
2003-2004	0.4019	0.5660	0.3081	0.4439	0.71
2004-2005	0.4140	0.5825	0.2960	0.4174	0.71
2005-2006	0.4041	0.5857	0.2859	0.4084	0.69
2006-2007	0.4176	0.6052	0.2724	0.3948	0.69
2007-2008	0.4103	0.5947	0.2796	0.4053	0.69
2008-2009	0.4859	0.6843	0.2241	0.3157	0.71
2009-2010	0.4437	0.6249	0.2663	0.3751	0.71
2010-2011	0.4569	0.6435	0.2531	0.3565	0.71
2011-2012	0.4543	0.6399	0.2557	0.3601	0.71
2012-2013	0.4541	0.6254	0.2589	0.3646	0.71
2013-2014	0.4625	0.6514	0.2475	0.3486	0.71
2014-2015	0.4710	0.6633	0.2390	0.3367	0.71
2015-2016	0.4683	0.6596	0.2417	0.3404	0.71

### New Construction

Tax Year	Fiscal Year	Commercial Permits	Property Values	Residential Permits	Property Values	Total Permits	Taxable Values
2009	2009-2010	58	98,228,409	444	61,865,101	502	160,093,510
2010	2010-2011	28	23,733,603	338	37,390,200	366	61,123,803
2011	2011-2012	24	41,826,069	366	48,674,699	390	90,500,768
2012	2012-2013	36	32,723,310	342	38,635,335	378	71,358,645
2013	2013-2014	75	48,859,504	335	42,901,609	410	91,761,113
2014	2014-2015	41	63,650,575	347	99,914,164	388	163,564,739
2015	2015-2016	6	38,438,945	253	71,080,696	259	109,519,641
7 Year Total		268	\$ 347,460,415	2425	\$ 400,461,804	2693	\$ 747,922,219



## TOP EMPLOYERS\*

Company	Product Line	Number of Employees
Mouser Electronics	Distribution of Electronics Parts	1300
Methodist Mansfield Medical Center	Full Service Hospital	1207
Wal-Mart Super Center	Superstore	400
Kroger	Grocery Stores(2)	320
Pier 1 Distribution Center	Home Goods	285
Super Target	Super center	250
Klein Tools	Manufacturer of Hand Tool Products	233
Lifetime Fitness	Fitness Center	200
SJ Louis Construction of TX.	Utility Contractor	200
Hoffman Cabinets	Cabinet Manufacturer	200
Walnut Creek Country Club	Country Club	190
Best Buy	Electronics Store	180
Trinity Forge	Drop Forger	155
Kindred Hospital	Treatment Center	155
Sam's Club	Warehouse Store	150
Lowe's	Home Improvement Store	146
Home Depot	Home Improvement Store	145
BCB Transport	Transportation Provider	130
Conveyors, Inc.	Manufacturer Conveyor Equipment	130
On The Border	Mexican Restaurant	125
B-Way Packaging	Producer of Injection Molded Plastic Buckets	120
Gamma Engineering	CNC Machining	120
Term Billing /Intermedix	Medical Billing	116
Ramtech Building Systems	Manufacturer of Modular Office Buildings	100
LyondellBasell/Equistar Chemicals	Manufacturer of Plastic Polymers used in Auto Industry	100
Skyline Industries	RV Manufacturer	100
Southern Champion Tray	Manufacturer of Paperboard Folding Cartons	90
Chemguard/Tyco	Manufacturer of Fire Fighting Suppression Products	60

\*Mansfield Economic Development Corporation

## ACRONYMS

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<b>ADA</b>	Americans with Disabilities Act
<b>ACH</b>	Automated Clearing House
<b>CAD</b>	Computer Aided Dispatch
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CID</b>	Criminal Investigation Division
<b>CIP</b>	Capital Improvement Program
<b>CDBG</b>	Community Development Block Grants
<b>CRO</b>	Community Resource Officer
<b>DA</b>	District Attorney
<b>DRC</b>	Development Review Committee
<b>DWI</b>	Driving While Intoxicated
<b>EAP</b>	Employee Assistance Program
<b>EEOC</b>	Equal Employment Opportunity Commission
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>EOC</b>	Emergency Operations Center
<b>FTE</b>	Full Time Equivalent Positions
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System.
<b>GO</b>	General Obligation (debt)
<b>HVAC</b>	Heating and Air Conditioning Units
<b>K-9</b>	Canine Unit
<b>LAN</b>	Local Area Network
<b>LEC</b>	Law Enforcement Center
<b>LLEBG</b>	Local Law Enforcement Block Grants
<b>MAC</b>	Mansfield Activity Center
<b>MEDC</b>	Mansfield Economic Development Corporation
<b>MISD</b>	Mansfield Independent School District
<b>MPFDC</b>	Mansfield Park Facilities Development Corporation
<b>TIRZ</b>	Tax Increment Reinvestment Zone
<b>TCC</b>	Tarrant County College
<b>WAN</b>	Wide Area Network

## ***BUDGET GLOSSARY***

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The Annual Budget contains specialized terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a budget glossary has been included in the document.

<b>Accrual Accounting</b>	A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than on July 10.
<b>Appropriations</b>	An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.
<b>Appropriation Ordinance</b>	The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.
<b>Arbitrage</b>	The reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities
<b>Assessed Valuation</b>	A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Tarrant Appraisal District).
<b>Audit</b>	A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures are in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.
<b>Balanced Budget</b>	Current appropriations in all funds are limited to the sum available unencumbered cash balances and revenues estimated to be received in the current budget period.
<b>Balance Sheet</b>	A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.



<b>Bond</b>	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.
<b>Budget</b>	A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.
<b>Budget Basis</b>	A basis of budgeting General government type funds prepared on a modified accrual basis. The obligations of the city are budgeted as expenditures but revenues are recognized only when they are measurable and available.
<b>Budget Amendment</b>	A legal procedure utilized by the City staff and City Council to revise a budget appropriation. The City of Mansfield's City Charter requires City Council approval through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and the appropriate expenditures account) for any inter fund adjustments. City staff has the prerogative to adjust expenditures within a departmental budget.
<b>Budget Calendar</b>	The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.
<b>Budget Document</b>	The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.
<b>Budgeted Funds</b>	Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Council approval is composed of budgeted funds.
<b>Budget Message</b>	The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

<b>Budgetary Control</b>	The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
<b>Capital</b>	Relatively expensive improvements that are non-recurring, have a multi-year useful life and that result in fixed assets. Capital may include equipment, streets, utilities, land and buildings.
<b>Capital Equipment Budget</b>	The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items, such as salaries, utilities and office supplies. The Capital Equipment Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, microcomputers and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar varies according to the policy established by each jurisdiction.
<b>Capital Improvement Program</b>	A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.
<b>Capital Improvement Program Budget</b>	A Capital Improvement Program (CIP) Budget is a separate budget from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities and large scale remodeling. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.
<b>Capital Leases</b>	A contract by which the city purchases equipment for a specified term for a specified rent.
<b>Cash Accounting</b>	A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.
<b>Cash Management</b>	The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

<b>Consolidated Annual Financial Report (CAFR)</b>	The official financial report of the city that includes an audit opinion as well as basic financial statements and supporting schedules necessary to demonstrate compliance with financial related legal and contractual provisions.
<b>Current Taxes</b>	Taxes that are levied and due within one year.
<b>Debt Services</b>	The City's obligation to pay the principal and interest of all bonds and other debt instruments to a pre-determined payment schedule.
<b>Delinquent Taxes</b>	Taxes that remains unpaid on and after the date on which a penalty for non-payment is attached.
<b>Department Purpose</b>	The primary reason for the existence of a specific department is explained through the departmental purpose statement.
<b>Department Purpose</b>	The primary reason for the existence of a specific department is explained through the departmental purpose statement.
<b>Depreciation</b>	The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in the order to replace the item at the end of its useful life.
<b>Development Fees</b>	Fees charged by the city to developers or individuals to recover the cost of services provided by the city.
<b>Disbursement</b>	Payment for goods and services in cash or by check.
<b>Donations</b>	A gift to the city that may be either monetary or non-monetary.
<b>Effective Tax Rate</b>	<p>The tax rate that would impose the same total taxes as the previous year on properties taxed in both years. In other words, the effective tax rate gives the taxing unit approximately the same amount of money to spend as it had the year before.</p> $\text{EFFECTIVE TAX RATE} = \frac{(\text{Last Year's Levy} - \text{Lost Property Levy})}{(\text{Current Total Value} - \text{New Property Value})}$
<b>Encumbrance</b>	The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.
<b>Estimated Revenue</b>	The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by Council.

<b>Expenditure</b>	<p>This term refers to the outflow of funds paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.</p> <p>Note: An encumbrance is not expenditure. An encumbrance reserves funds to be expended.</p>
<b>Expense Object Class</b>	<p>A basis for distinguishing types of expenditures; the five major expense object class used by the City of Mansfield are: 8000 series – personnel services, 8100 series-supplies, 8200-8400 series-maintenance, 8500-8900 series-other operating, and 9000 series-capital outlay.</p>
<b>Enterprise Fund</b>	<p>A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. An enterprise fund in Mansfield is established for water and sewer services.</p>
<b>Expenses</b>	<p>Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.</p>
<b>Fiscal Year</b>	<p>The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Mansfield has specified October <u>1</u> to September 30 as its fiscal year.</p>
<b>Fixed Assets</b>	<p>Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.</p>
<b>Full Time Equivalent Positions (FTE)</b>	<p>The amount of time a position has been budgeted on an annual basis. A Full-Time Employee (one FTE) normally works 2,080 hours on an annual basis while a part-time FTE would work 1,080 hours annually.</p>
<b>Fund</b>	<p>An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.</p>
<b>Fund Balance</b>	<p>Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.</p>
<b>Full Faith and Credit</b>	<p>A pledge of the general taxing power of a government to a government to repay debt obligations (typically used in reference to bonds).</p>

<b>Function</b>	A group of related programs crossing organizational (department) boundaries and aimed at accomplishing a broad goal or accomplishing a major service.
<b>GASB 34</b>	Basic financial statements and management's discussion and analysis for State and Local governments. GASB 34 requires state and local governments to produce financial statements on an accrual basis in much the same manner as a private sector entity. The objective is to enhance the understanding and usefulness of the financial reports of state and local governments to the public, legislative and oversight bodies as well as investors and creditors.
<b>General Fund</b>	The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, park and recreation, libraries, public works and general administration.
<b>General Ledger</b>	A file that contains a listing of the various accounts necessary to reflect the financial position of the government.
<b>General Obligation Bonds</b>	Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from the General Fund, and these bonds are backed by the full faith and credit of the issuing government.
<b>Governmental Fund</b>	Funds used to account for essentially the same functions reported as governmental activities in the government-wide financial statements.
<b>Grant</b>	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
<b>Impact Fee</b>	A fee charged at the time of building permit issuance for roadway and utility infrastructure costs in various quadrants of the city.
<b>Interfund Transfers</b>	Amounts transferred from one fund to another.
<b>Intergovernmental Revenue</b>	Revenue received from another government for a specified purpose. In Mansfield, these funds are from the State of Texas and the Federal Government.

<b>Internal Service Fund</b>	Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.
<b>Infrastructure</b>	The underlying foundation or basic framework of the city including land, buildings, streets and utilities that tends to be permanent or have a multi-year life.
<b>Inventory</b>	A detailed listing of property currently held by the government.
<b>Invoice</b>	A bill requesting payment for goods or services by a vendor or other governmental unit.
<b>Levy</b>	To impose taxes, special assessments, or service charges for the support of City activities.
<b>Line-Item Budget</b>	A budget that lists each expenditure category (salary, <u>materials</u> , <u>telephone</u> service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.
<b>Major Funds</b>	All funds including General, Enterprise, Special Revenue, and Capital Funds.
<b>Merit Incentive</b>	A salary or benefit adjustment based on an employee's overall job performance that would warrant a salary or benefit increase.
<b>Modified Accrual Accounting</b>	A basis of accounting in which expenditures are accrued but revenues are accounted for a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." Since this type of accounting basis is a conservative financial approach, It is recommended as the standard for most governmental funds.
<b>Object Code</b>	An expenditure category, such as salaries, supplies, or vehicles.
<b>Operating Budget</b>	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
<b>Operating Fund</b>	A fund restricted to a fiscal budget year.
<b>Performance Budget</b>	A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

<b>Performance Measures</b>	Specific quantitative and qualitative measures of work performed as an objective of the department.
<b>Program Budget</b>	A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget classes of expenditure.
<b>Project</b>	Something that is contemplated or planned, a large or major undertaking, esp. one involving considerable money, personnel, and equipment.
<b>Propose</b>	To offer for consideration, acceptance, or action.
<b>Property Tax</b>	Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.
<b>Proprietary Fund</b>	Funds to provide the same type of information as the government-wide fund statements except in more detail.
<b>Reconciliation</b>	A detailed summary of increases and decreases in departmental expenditures from one budget year to another.
<b>Revenue</b>	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
<b>Revenue Bonds</b>	Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.
<b>Requisition</b>	A written request from a department to the Budget/Accounting office for specific goods or services. This action precedes the authorization of a purchase order.
<b>Reserve</b>	An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
<b>Risk Management</b>	An organized attempt to protect a government's assets against accidental loss in the most economical method.
<b>Source of Revenue</b>	Revenues are classified according to their source or point of origin.
<b>Strategic Plan</b>	A multi-year financial, operational and capital plan designed to serve as a guide to future capital improvements, staffing and operational requirements as well as projected funding sources over a specified time frame. The Strategic Plan is updated on an

annual basis.

**Tax Duplicate**

A listing of all taxable properties (real and personal) located within the City's boundaries and the assessed valuation of each parcel as determined by the Tarrant County Appraisal District. Another term for tax roll.

**TIRZ**

Tax Increment Reinvestment Zone.

**Unencumbered Balance**

The amount of an appropriation that is neither expanded nor encumbered. It is essentially the amount of money still available for future purchases.

**Working Capital**

The amount of funds available for use in the form of cash or other assets after deductions for liabilities.

**Voucher**

A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.



**CITY OF MANSFIELD, TEXAS**  
**ANNUAL OPERATING BUDGET**  
**FOR FISCAL YEAR 2015-2016**

The 2015-2016 budget will raise more revenues from property taxes than last year's budget by an amount of \$1,237,707 which is an increase of 5.40% increase from last year's budget. The Property Tax revenue to be raised from new property added to the tax roll is \$777,589.

City Council Record Vote

The members of the governing body voted on the adoption of the 2014-2015 budget as follows:

FOR:

Mayor David Cook, Mayor Pro-Tem Stephen Lindsey, Council Members Larry Broseh, Darryl Haynes, Wendy Burgess, Brent Newsom and Cory Hoffman.

AGAINST:

NONE

PRESENT AND NOT VOTING:

NONE

ABSENT:

NONE

<b>TAX RATE</b>	<b>ADOPTED BUDGET 2015-2016</b>	<b>ADOPTED BUDGET 2014-2015</b>
Property Tax Rate	0.710000	0.710000
Effective Tax Rate	0.720352	0.689172
Effective M & O Rate	0.474735	0.445588
Rollback Rate	0.754388	0.720258
Debt Rate	0.241675	0.239023

**2015 PROPERTY TAX RATES  
In the CITY OF MANSFIELD**

This notice concerns 2015 property tax rates for CITY OF MANSFIELD. It presents information about three tax rates. Last year's tax rate is the actual rate the taxing unit used to determine property taxes last year. This year's effective tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's rollback tax rate is the highest tax rate the taxing unit can set before taxpayers can start tax rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per \$100 of property value.

**Last year's rate:**

Last year's operating taxes	\$22,532,357
Last year's debt taxes	\$11,435,275
Last year's total taxes	\$33,967,632
Last year's base tax	\$4,784,173,521
Last year's total tax rate	0.710000/\$100

**This year's effective tax rate:**

Last year's adjusted taxes (after subtracting taxes on lost property)	\$33,401,358
This year's adjusted tax base (after subtracting value of new property)	\$4,636,808,075
= This year's effective tax rate (Maximum rate unless unit publishes notices and holds hearings)	0.72352/\$100

**This year's rollback tax rate:**

Last year's adjusted operating taxes (after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate, and/or enhanced indigent health care expenditures)	\$22,012,547
÷ This year's adjusted tax base	\$4,636,808,075
= This year's effective operating rate	\$0.474735/100
x 1.08 – this year's maximum operating rate	0.512713/\$100
+ This year's debt rate	0.241675/\$100
- This year's rollback rate	0.754388/\$100

**Statement of Increase/Decrease**

If the City of Mansfield adopts a 2015 tax rate equal to the effective tax rate of \$0.720352 per \$100 value, taxes would decrease compared to 2014 taxes by \$418,856.

**Schedule A**

**Unencumbered Fund Balance**

The following estimated balances will be left in the unit's property tax accounts at the end of the fiscal year. Those balances are not encumbered by a corresponding debt obligation.

<u>Type of Property Tax Fund</u>	<u>Balance</u>
Debt Service	\$0

### Schedule B – 2015 Debt Service

The unit plans to pay the following amounts for long-term debts that are secured by property taxes. These amounts will be paid from property tax revenues (or additional sales tax revenues, if applicable).

Description of Debt	Principal or Contract Payment To be Paid from Property Taxes	Interest to be Paid from Property Taxes	Other Amounts to be Paid	Total Payment
General Obligation Bonds	\$335,000	\$6,700	\$0	\$341,700
Series 2006 Combination Tax & Cert. of Obligation	\$155,000	\$3,100	\$0	\$158,100
2007 General Obligation Bonds	\$240,000	\$4,800	\$0	\$244,800
Series 2007 Combination & Cert. of Obligation	\$55,000	\$39,466	\$0	\$94,466
General Obligation Bonds	\$205,000	\$248,507	\$0	\$453,507
Series 2007A General Obligation Bonds	\$230,000	\$170,619	\$0	\$400,619
Combination Tax & Cert. of Obligation Series 2007B	\$30,000	\$39,023	\$0	\$69,023
Combination Tax & Cert. of Obligation Series 2007B	\$510,000	\$542,181	\$0	\$1,052,181
Series 2008 General Obligation Bonds	\$125,000	\$144,275	\$0	\$269,275
Combination Tax & Certificates of Obligation Series 2007A	\$485,000	\$567,056	\$0	\$1,052,056
General Obligation Bonds Series 2008	\$865,000	\$206,463	\$0	\$1,071,463
Series 2009 Combination Tax & Cert. of Obligation	\$120,000	\$109,394	\$0	\$229,394
2011 General Obligation Bonds	\$865,000	\$171,156	\$0	\$1,036,156
Combination Tax & Revenue Cert. of Obligation	\$115,000	\$117,289	\$0	\$232,289
Obligation 2012A Combination Tax & Cert of Obligation	\$135,000	\$104,323	\$0	\$239,323
Series 2012 General obligation Refunding bond Series	\$35,000	\$181,134	\$0	\$216,134
Combination Tax & Cert. of Obligation Series 2012	\$210,000	\$155,975	\$0	\$365,975
General Obligation Bonds 2013	\$275,000	\$118,025	\$0	\$393,025
General Obligation Refunding Bond Series 2013	\$250,000	\$65,550	\$0	\$315,550
General Obligation Bonds 2013	\$1,665,000	\$73,300	\$0	\$1,738,300
Refunding Series 2014 Combination Tax & Revenue Cert.	\$630,000	\$608,988	\$0	\$1,238,988
Combination Tax & Revenue Certificates of Oblig. Series 2014	\$50,000	\$44,381	\$0	\$94,381
Combination Tax & Revenue Cert. of Obligation Series 2014	\$580,000	\$695,150	\$0	\$1,275,150
General Obligation Bonds 2015	\$735,000	\$561,275	\$0	\$1,296,275
				\$12,826,074
Total required for 2015 debt service				
-Amount (if any) paid from funds listed in Schedule A				\$688,353
-Amount (if any) paid from other resources				\$601,163
-Excess collections last year				\$0
=Total to be paid from taxes in 2014				\$11,536,558
Paying Agent Fees				\$0
+Amount added in anticipation that the unit will collect only 100.00% of its taxes in 2013				\$0
=Total debt levy				\$11,536,558

This notice contains a summary of actual effective and rollback tax rates' calculations.  
You can inspect a copy of the full calculations at 100 E. Weatherford Street, Fort Worth, Texas 76102.

Name of person preparing this notice: Ron Wright  
Title: Tarrant County Tax Assessor-Collector Date prepared: August 10, 2015

**ORDINANCE NO. OR-1962-15**

**AN ORDINANCE OF THE CITY OF MANSFIELD, TEXAS, LEVYING THE AD VALOREM TAXES FOR THE FISCAL YEAR 2016 AT A RATE OF \$0.7100 PER ONE HUNDRED DOLLARS (\$100.00) ASSESSED VALUATION ON ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS OF THE CITY AS OF JANUARY 1, 2015, TO PROVIDE REVENUES FOR THE PAYMENT OF CURRENT EXPENDITURES AND TO PROVIDE AN INTEREST AND SINKING FUND ON ALL OUTSTANDING DEBTS OF THE CITY; PROVIDING FOR DUE AND DELINQUENT DATES TOGETHER WITH PENALTIES AND INTEREST; AND DECLARING AN EFFECTIVE DATE**

**WHEREAS**, the City Council has conducted the necessary public hearings as required by state and local statutes, and has complied with the Open Meetings Act.

**NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MANSFIELD, TEXAS, OF TARRANT, ELLIS AND JOHNSON COUNTIES THAT:**

**SECTION 1.** That there be and is hereby levied for the fiscal year 2016 on all taxable property, real, personal, and mixed, situated within the limits of the City of Mansfield, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of \$0.71000 on each One Hundred Dollars (\$100.00) assessed value of taxable property, and shall be apportioned and distributed as follows:

(a) For the purpose of defraying the current expenditures of the municipal government of the City, a tax of \$0.468325 on each One Hundred Dollars (\$100.00) assessed value on all taxable property.

(b) For the purpose of creating a sinking fund to pay the interest and principal on all outstanding bonds of the City, not otherwise provided for, a tax of \$0.241675 on each One Hundred Dollars (\$100.00) assessed value of all taxable property within the City which shall be applied to the payment of such interest and maturities of all outstanding bonds.

**SECTION 2.** That all ad valorem taxes shall become due and payable on October 1, 2015, and all ad valorem tax for the year shall become delinquent after January 31, 2016. There shall be no discount for payment of taxes prior to January 31, 2016. A delinquent tax shall incur all penalty and interest authorized by law (33.01 SPTC), to wit: a penalty of six percent of the amount of the tax for the first calendar month it is delinquent plus one percent for each additional month or portion of a month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent.

Provided, however, a tax delinquent on July 1 incurs a total penalty of twelve percent of the amount of the delinquent tax without regard to the number of months the tax has been delinquent. A delinquent tax shall also accrue interest at a rate of one percent for each month or portion of a month the tax remains unpaid. Taxes that remain delinquent on July 1, 2016, incur an additional penalty of twenty percent of the amount of taxes, penalty, and interest due; such

additional penalty is to defray costs of collection due to contract with the City's Tax Collection Attorney pursuant to Section 33.07 of the Property Tax Code.

**SECTION 3.** If you are 65 or older, you may pay your current taxes on your home in four installments. You must pay at least one-fourth of your taxes before February 1 (delinquency date). The remaining payments are due before April 1, June 1, and August 1, without any penalty and interest. And, an over-65 homeowner can defer payment of the taxes.

**SECTION 4.** Taxes are payable at 100 E. Weatherford, Room 102C, Fort Worth, Texas 76196-0301 at the office of the Tarrant County Tax Assessor-Collector. The County shall have available all rights and remedies provided by law for the enforcement of the collection of taxes levied under this Ordinance.

**SECTION 5.** That the tax rolls, as presented to the City Council, together with any supplement thereto, be, and the same are hereby approved.

**SECTION 6.** The fact that it is necessary that this ordinance be enacted in order to authorize the collection of ad valorem taxes for the year 2015, this ordinance shall take effect from and after its passage as the law in such cases provides.

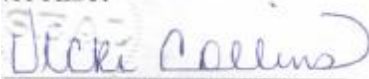
**PASSED AND ADOPTED ON THE FIRST READING THIS 8<sup>TH</sup> DAY OF SEPTEMBER, 2015.**

**PASSED AND ADOPTED ON THE SECOND READING THIS 9TH DAY OF SEPTEMBER, 2015.**

**PASSED AND ADOPTED ON THE THIRD AND FINAL READING THIS 11TH DAY OF SEPTEMBER, 2015.**

  
\_\_\_\_\_  
David L. Cook, Mayor

ATTEST:

  
\_\_\_\_\_  
Vicki Collins, City Secretary

**APPROVED AS TO FORM AND LEGALITY**

  
\_\_\_\_\_  
City Attorney

ORDINANCE NO. OR-1961-15

AN ORDINANCE ADOPTING A BUDGET FOR THE ENSUING FISCAL YEAR BEGINNING OCTOBER 1, 2015 AND ENDING SEPTEMBER 30, 2016, IN ACCORDANCE WITH THE CHARTER OF THE CITY OF MANSFIELD, APPROPRIATING THE VARIOUS AMOUNTS THEREOF, AND REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR PUBLIC HEARINGS; PROVIDING FOR PUBLICATION OF THIS ORDINANCE AND FOR AN EFFECTIVE DATE

WHEREAS, the City Manager of the City of Mansfield, of Tarrant, Ellis and Johnson Counties, has submitted to the City Council a proposed budget of the revenues of said City and the expenditures of conducting the affairs thereof and providing a complete financial plan for 2015-2016, and which said proposed budget has been compiled from detailed information obtained from the divisions, departments, or offices of the City; and,

WHEREAS, the City Council has conducted the necessary public hearings as required by all state and local statutes, and has complied with the Open Meetings Act.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MANSFIELD, TEXAS, THAT:

SECTION 1. That the proposed budget of the revenues of the City of Mansfield and the expenditures of conducting the affairs thereof, providing a complete financial plan for the ensuing fiscal year beginning October 1, 2015 and ending September 30, 2016, as submitted to the City Council by the City Manager of said City, be, and the same is in all things adopted and approved as the budget of all current expenditures as well as fixed charges against said City for the fiscal year beginning October 1, 2015 and ending September 30, 2016.

SECTION 2. That the sum of \$47,839,565 is hereby appropriated out of the General Fund for the payment of operating expenses and capital outlay of the City Government as established in the approved budget document.

SECTION 3. That the sum of \$12,826,072 is hereby appropriated out of the General Obligation Debt Service Fund paying principal and interest due on general obligation debt as it matures and creating a sinking fund thereof.

SECTION 4. That the sum of \$4,777,895 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation for the purpose of constructing recreational and cultural facilities and other related costs.

SECTION 5. That the sum of \$1,243,104 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation for the purpose of paying interest and principal requirements on its revenue bonds.

**SECTION 6.** That the sum of \$21,855,000 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation Parks Construction Fund for the purpose of paying for the development, construction and recreational facilities.

**SECTION 7.** That the sum of \$10,139,039 is hereby appropriated out of the Law Enforcement Complex - Jail Operations Fund for the purpose of paying operating expenses and capital outlay for the operations of the Law Enforcement Complex.

**SECTION 8.** That the sum of \$16,022,743 is hereby appropriated out of the Street Construction Fund for the purpose of constructing permanent street improvements and other related costs.

**SECTION 9.** That the sum of \$780,501 is hereby appropriated out of the Drainage Utility Fund for the purpose of operating expenses for the operations.

**SECTION 10.** That the sum of \$527,970 is hereby appropriated out of the Drainage Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

**SECTION 11.** That a sum \$1,245,551 is hereby appropriated out of the Equipment Replacement Fund for the purpose of purchasing new or replacement equipment.

**SECTION 12.** That the sum of \$22,955,699 is hereby appropriated out of the Water and Sewer revenues for the purpose of paying operating expenses, interfund transfers, and capital outlay for the operation thereof as established in the approved budget document.

**SECTION 13.** That the sum of \$5,861,826 is hereby appropriated out of the Water and Sewer Revenue Debt Fund for the purpose of paying interest and principal requirements on water and sewer revenue bonds.

**SECTION 14.** That the sum of \$26,967,846 is hereby appropriated out of the Utility Construction Fund for the purpose of making permanent improvements to the utility system and other related costs.

**SECTION 15.** That the sum of \$828,959 is hereby appropriated out of the Building Construction Fund for the purpose of making permanent improvements and construction of Animal Control Expansion.

**SECTION 16.** That the sum of \$3,577,003 is hereby appropriated out of the Economic Development Fund for the purpose of Economic Development and other related costs.

**SECTION 17.** That the sum of \$1,202,454 is hereby appropriated out of the MEDC Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

**SECTION 18.** That the sum of \$5,183,286 is hereby appropriated out of the MEDC Development Fund for the purpose of making permanent improvements to approved economic development projects.

**SECTION 19.** That the sum of \$122,479 is hereby appropriated out of the Tree Mitigation Fund for the purpose of paying operating expenses.

**SECTION 20.** That the sum of \$641,425 is hereby appropriated out of the Hotel/Motel Funds for the purpose of promoting tourism.

**SECTION 21.** That the State of Texas did authorize a vote of the people on an amendment to the Texas Constitution permitting an exemption of the assessed valuation of resident homesteads of persons sixty-five years of age or older, and such amendment was voted on by the electorate of the State of Texas and was duly adopted by the residents of the State of Texas. That resident homesteads of persons Sixty-Five (65) years of age or older shall be entitled to receive a Fifty Thousand and 00/100 Dollars (\$50,000) exemption of the assessed valuation of said resident homestead. That this ordinance shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Mansfield and it is accordingly so ordained.

**SECTION 22.** At any time during the fiscal year, the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office, or agency. Transfers between departments or funds require council approval.

**SECTION 23.** That Ordinances or parts of Ordinances in conflict herewith are hereby repealed.

**SECTION 24.** That this Ordinance shall be and remain in full force and effect from and after its final passage and publication as herein provided.

**SECTION 25.** That a public meeting was held before the City Council as a committee as a whole, August 24, 2015 AND August 31, 2015, and that due notice of said public meeting was published in a newspaper having general circulation and on the City of Mansfield website and in the City of Mansfield; that following said public meeting and after the third and final reading hereof, this Ordinance shall be published in a newspaper having general circulation in the City of Mansfield, Texas.

**PASSED AND ADOPTED ON THE FIRST READING THIS 8TH DAY OF SEPTEMBER, 2015.**

**PASSED AND ADOPTED ON THE SECOND READING THIS 9TH DAY OF SEPTEMBER, 2015.**

**PASSED AND ADOPTED ON THE THIRD AND FINAL READING THIS 11TH DAY OF SEPTEMBER, 2015.**

  
David L. Cook, Mayor



Ordinance No. 08-1961-15

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15-1479

15-1480

15-1481

ATTEST:



Vicki Collins, City Secretary

APPROVED AS TO FORM AND LEGALITY:



City Attorney

